

CITY OF VENTURA

ADOPTED BUDGET

FY 2019-20



JUNE 24, 2019

ADOPTED BUDGET
FISCAL YEAR 2019-20



CITY COUNCIL

Matt LaVere	Mayor - at large
Sofia Rubalcava	Deputy Mayor - District 1
Lorrie Brown	District 6
Jim Friedman	District 5
Cheryl Heitmann	at large
Erik Nasarenko	District 4
Christy Weir	at large

BUDGET BOOK TEAM

Mary Eckman	Assistant Finance Director
Greg Morley	Financial Services Manager
Juanita Guzman	Senior Financial Analyst
Pam Townsend	Senior Financial Analyst
Darrell Brumley	Senior Financial Analyst
Pete Graves	Graphics Technician

EXECUTIVE TEAM

Alex McIntyre	City Manager
Akbar Alikhan	Assistant City Manager
Barry Fisher	Deputy City Manager
Gregory Diaz	City Attorney
Ken Corney	Police Chief
Michael Coon	Finance and Technology Director
David Endaya	Fire Chief
Elizabeth Foushee	Human Resources Director
Phil Nelson	Public Works Director
Peter Gilli	Community Development Director
Nancy O'Connor	Parks, Recreation, and Community Partnerships Director
Susan Rungren	Ventura Water General Manager



TABLE OF CONTENTS

Table of Contents	I
Transmittal Letter	IV
Reader's Guide	XV
City Council Goals	XVI

CITY OVERVIEW 1

History	2
Geography	2
Climate	2
Form of Government	3
Demographics	4
Education	6
Comparison to Other Cities	7
Budget Process	8
Budget Calendar	9
Budget Principles	10
Budget Awards	11

BUDGET DISCUSSION 13

Introduction	13
Citywide Summary	14
Revenues	14
Expenditures	15
General Fund Summary	19
Revenues	19
Expenditures	23
General Fund Financial Outlook	24

INDIVIDUAL FUND SUMMARIES 25

Fund Structure	25
Fund Descriptions	25
Budget Changes by Fund	28
Estimate of Fund Balance	29
Citywide Fund Summaries	30
General Fund	30
Measure O	31
Water Operations	31
Wastewater Operations	32
Special Revenue Funds	32
Capital Funds	37
Internal Service Funds	39
Debt Service	39

DEPARTMENT SUMMARIES 41

Linking City Council Goals to Departments	42
City Council	43
City Manager	44
City Attorney	46
Human Resources	47
Finance & Technology	49
Community Development	52
Parks, Recreation, & Community Partnerships	60
Police	70
Fire	79
Public Works	84
Ventura Water	101
Non-departmental	112

CAPITAL IMPROVEMENT PLAN 115

Introduction	115
Procedures for Developing the Capital Improvement Plan	116
Capital Appropriations and Spending Plan Summary	118
Capital Appropriations and Spending Plan Details	119
Capital Project Impact on Operations Budget Summary	126
Capital Project Impact on Operations Budget	126

PERSONNEL 133

Authorized Full-Time Equivalents by Department	133
Authorized Positions by Department	134
Job Class Salary Table	142
Employee Benefits	148

FINANCIAL POLICIES 151

AP&P 14.7	
- Financial Policies Overview	151
Fiscal Year 2019-20	
Statement of Investment Policy	178
Basis of Accounting & Budgeting	198
Fund Balance	198

APPENDICES 199

A. Budget Resolution	199
B. Debt Limit and Schedule	207
C. Gann Limit	209
D. Acronyms	210
E. Glossary	210



P: DAVE CASTRO

TRANSMITTAL LETTER

HONORABLE MAYOR LAVERE AND MEMBERS OF THE CITY COUNCIL:

It is my pleasure to present to you the Fiscal Year 2019-20 Adopted Operating and Capital Improvement Budget. This marks my first budget as your City Manager, and I am proud to present a budget that is balanced and provides the necessary resources to support the ongoing services our residents have come to expect. It was prepared consistent with the Council's established Budget Principles and meets the Council goals, both identified earlier in the year. The total Operating and Capital Improvement Budget for FY 2019-20 is \$301.5 million.

Since arriving last November, I have met with councilmembers, staff, and various community members to better understand the issues facing the City. Each day I continue to develop a clearer understanding of the challenges and opportunities we face both as a community and organization and how to best address them. In March 2019, Mayor Matt LaVere presented his State of the City address which he entitled "A New Day in Ventura". I seized that theme as it seems in keeping with my first budget as it positions us for the future.

CITY COUNCIL'S BUDGET PRINCIPLES AND GOALS

Last January, at its annual Goal Setting session, the City Council reviewed proposed Budget Principles and established Council goals and initiatives for the new budget year.

Afterward, the City Council approved the following Budget Principles as well as a means of providing a framework for development of the budget:

1. Promote the City's long-term financial sustainability through monitoring and reporting on changes in pension liabilities and including those changes in the City's long-term forecast.
2. Incorporate a budget assumption for employee vacancies and resulting salary savings into the forecast.
3. Actively pursue revenue enhancements and strive to achieve full cost recovery for all fee-based services, except where the City Council sees a clear public interest in providing a subsidy.
4. Clearly define the cost and timing of all cash outlays associated with major projects, to allow investment of idle cash, while maintaining liquidity.
5. Enhance and maintain core City services and infrastructure by prioritizing City Council adopted initiatives and strategies that contribute to the quality of life in Ventura.
6. Evaluate one-time revenues for highest and best investment.
7. Improve productivity through continual review of City services, identifying new programs/initiatives and enhancing, reducing, or eliminating existing programs.
8. Manage staff capacity to efficiently deliver services to the community through investment in new technologies that drive efficiency and productivity.
9. Develop programs and initiatives that strengthen Ventura's standing as an employer of choice to retain and attract highly qualified personnel.
10. Proactively manage the loss of institutional knowledge through succession planning efforts including the ability to provide for overlap in critical positions, at the discretion of the City Manager.
11. Communicate the City's financial position by continuing to refine the budget document and provide comparison to actual results, while enhancing the public's access to financial information.

The Council also adopted the following goals to help inform the development of the FY 2019-20 Budget:

- Stabilize and strengthen the organization with a focus on core services
- Reinitiate the General Plan Update
- Create an economic development strategy
- Open a permanent homeless shelter
- Beautify the City
- Develop a coastal strategic plan

This budget provides the necessary resources to initiate and, where possible, complete these goals.

BUDGET DEVELOPMENT

The budget development process begins with a thorough analysis of historical revenues by fund. Using trend analysis, moving averages, predictive statistics, data from outside consultants, expert judgment, and knowledge of future anticipated revenue changes, staff estimates total anticipated revenues by individual fund.

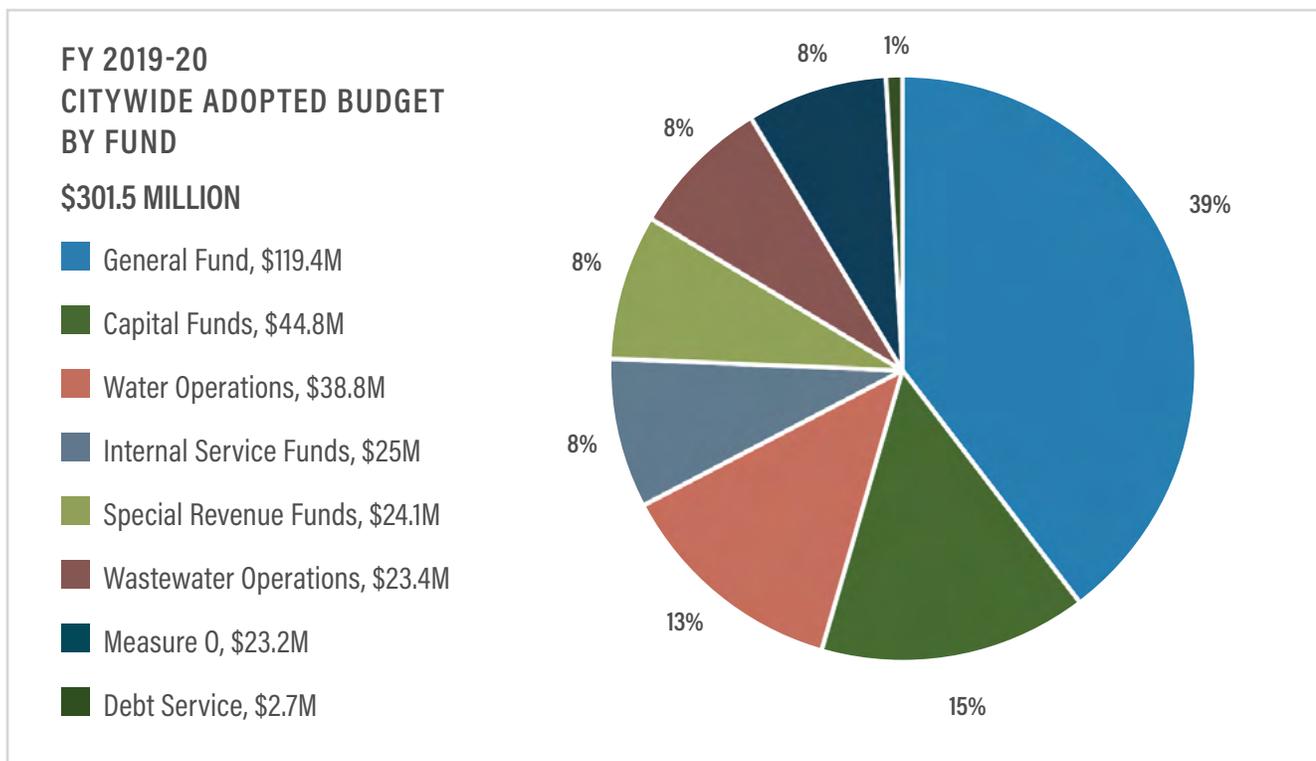
Once revenues have been estimated, staff then uses knowledge of valuation reports and anticipates

changes in salaries and benefits to estimate personnel costs citywide. Departments then provide feedback on anticipated organizational and community needs including goals established by Council, to estimate future expenditures.

Each fund then must internally balance with expenditures not exceeding revenues.

CITYWIDE FINANCIAL OVERVIEW

The City's financial position remains tenuous. Our revenues are projected to grow modestly and are keeping pace with our projected costs. However, as a service organization providing such valued core services such as public safety, land use planning, engineering design, and street and park maintenance, so much of our costs are related to our investment in our hardworking professional workforce. In the long term, as demands for services grow, we must find a way for our City's revenues to keep up.



REVENUES

The largest source of revenue citywide is Charges for Services, which is the primary source of revenue for the Water and Wastewater Operations funds as well as Internal Service Funds and the Special Assessment Districts. Overall, Charges for Services make up \$96.7 million, or 32% of the City's overall budget.

The second largest source of citywide revenues comes from Taxes which include property taxes, sales taxes, utility users' taxes, Measure O's transaction and use tax, franchise fees, and transient occupancy tax (TOT). In total, revenue from taxes is budgeted at \$92.9 million, or 31% of the City's overall budget.

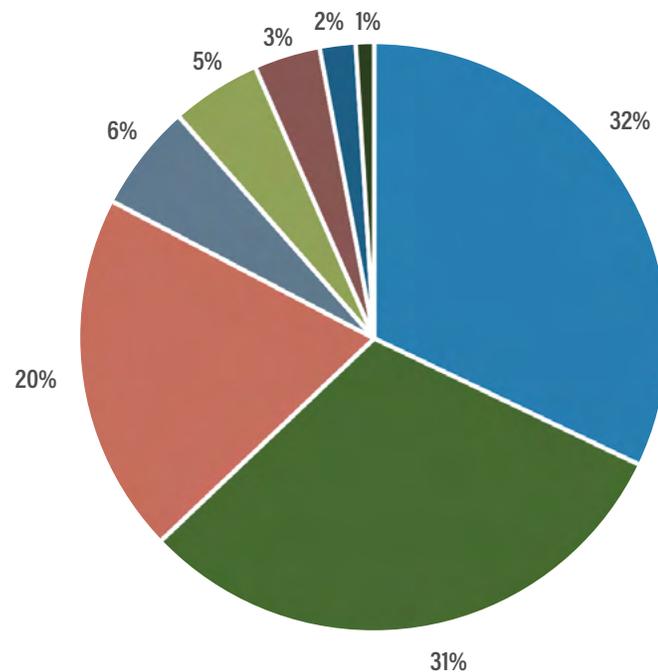
CITYWIDE REVENUES IN MILLIONS

\$ IN MILLIONS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED
REVENUES BY CATEGORY		
Charges for Services	\$99.5	\$96.7
Taxes	87.1	92.9
Other agencies	16.8	17.6
Licenses and Permits	5.2	5.9
Fines and Forfeitures	2.0	3.0
Other	10.7	10.9
SUBTOTAL REVENUE	\$221.2	\$227.0
Internal Transfers	17.6	14.8
Prior Year Resources	67.7	59.6
TOTAL REVENUE	\$306.5	\$301.5

FY 2019-20 CITYWIDE REVENUE BY CATEGORY

\$301.5 MILLION

- Charges for Services, \$96.7M
- Taxes, \$92.9M
- Prior Year Resources, \$59.6M
- Other Agencies, \$17.6M
- Internal Transfers, \$14.8M
- Other, \$10.9M
- Licenses & Permits, \$5.9M
- Fines & Forfeitures, \$3M

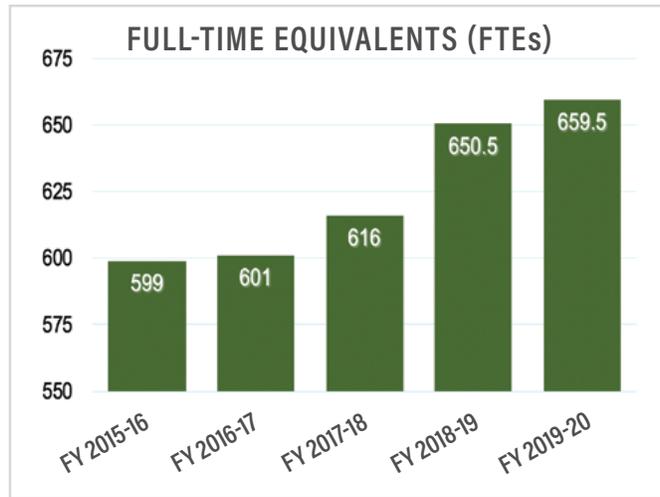


P: RICH RENDON

EXPENDITURES

As in prior years, personnel costs remain the largest component of the City's overall expenditure budget, accounting for \$104.5 million including costs associated with full time salaries and benefits, overtime and extra help. The budget funds 659.5 FTEs (Full Time Equivalent) employees.

During the FY 2018-19 fiscal year, a Community Outreach Specialist was reallocated to a Deputy City Manager position, and four new Engineer/Project Manager positions were added in the Public Works Department to focus on needed capital projects.



The FY 2019-20 budget reflects these FTE changes as well as the addition of:

- One Emergency Services Manager to increase the training and preparedness of the City staff in the advent of future disasters
- One Code Enforcement Officer to tackle growing code compliance needs in the City
- Four additional Police Officer positions to complete the enhanced patrol efforts established by the City Council last year, in part as a response to the homicide on the beach in 2018. This is reflected as a \$740,000 expenditure in overtime costs in Measure O that will be converted to net new positions
- Converting a Business Tax Assistant extra help position to a full-time position
- Two Criminal Investigative Technicians in the Police Department – one to focus on gun violence prevention and one conversion of an extra help employee

Personnel costs are expected to increase in the future, as pensions costs continue to increase, and costs related to health benefits and labor contracts rise.

Looking ahead, staff will continue to focus on and monitor a number of key factors which will impact future budgets. These include:

CITYWIDE EXPENDITURES IN MILLIONS

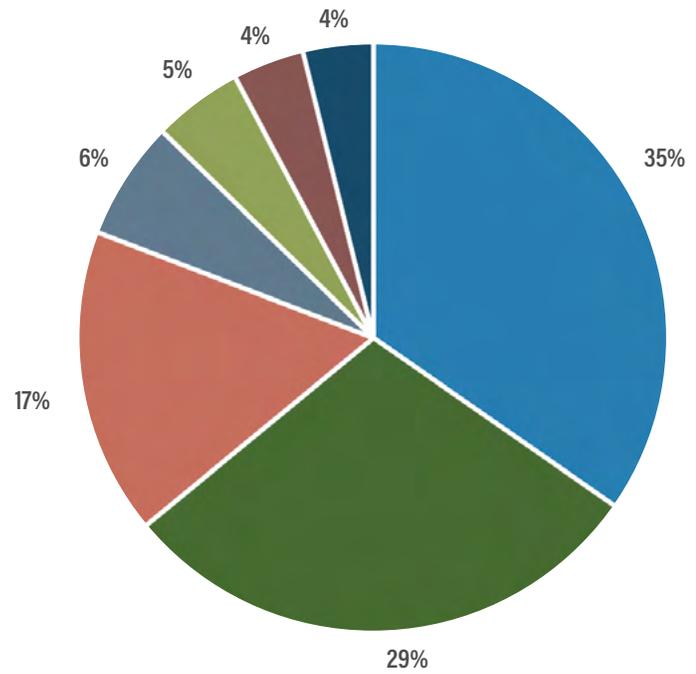
\$ IN MILLIONS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED
EXPENDITURES BY CATEGORY		
Personnel Services	\$99.2	\$104.5
Services and Supplies	66.1	88.5
Internal Services	19.8	19.6
Capital Outlay	78.9	50.6
SUBTOTAL EXPENDITURES	\$264.1	\$263.2
Non-Operating	11.7	11.6
Reserves & Contingencies	13.1	11.8
Transfers	17.6	14.8
TOTAL EXPENDITURES	\$306.5	\$301.5

- Growing pension costs
- Pressures to add more services
- Development pressures
- Building and maintaining a strong leadership team
- Continuing Thomas Fire rebuild
- Opening and operating a permanent homeless shelter
- Continued focus on economic development
- Continued emphasis on replacing and maintaining infrastructure

**FY 2019-20
CITYWIDE EXPENDITURES
BY CATEGORY**

\$301.5 MILLION

- Personnel Services, \$104.5M
- Services & Supplies, \$88.5M
- Capital Outlay, \$50.6M
- Internal Services, \$19.6M
- Transfers, \$14.8M
- Reserves & Contingencies, \$11.8M
- Non-Operating, \$11.6M



P: DANNY GOEN

BUDGET SUMMARY

GENERAL FUND

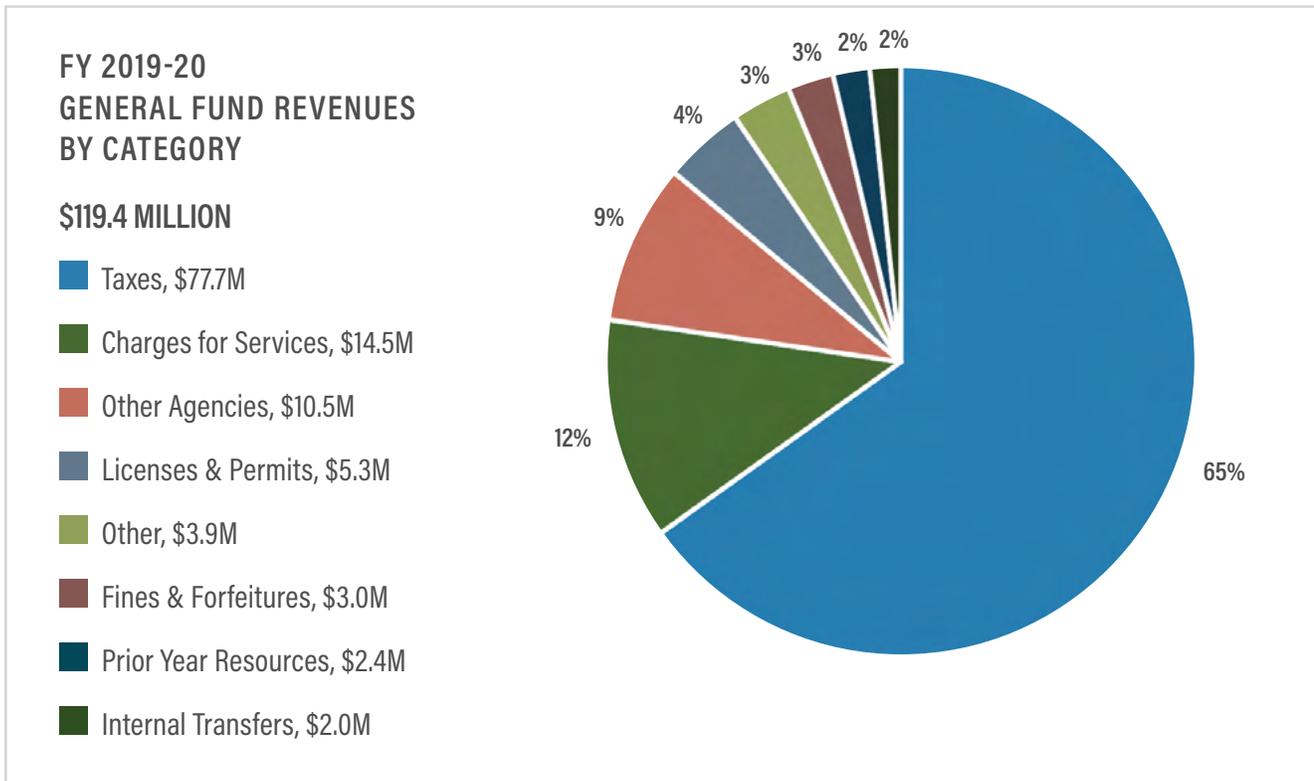
As a rule, municipal budgets focus on the strength and stability of its General Fund. It is our City's largest fund providing necessary resources to pay for City services and operations. It is also the fund with the greatest discretion for the City Council. The primary revenue source for the General Fund is taxes: property, sales, utility, and other.

Ongoing revenue expected in FY 2019-20 is estimated at \$117.0 million and is used to support the operations of all City departments except Ventura Water. Property tax, sales tax and utility users' tax continue to show slight growth. Although there is no projected decrease in all other taxes, growth appears to be leveling and revenue from those sources remains steady.

Revenue from Licenses and Permits, Fine and Forfeitures, and Other Agencies shows slight growth, while revenue from Charges for Services is steady at best.

While revenue growth continues at a slow but steady pace, personnel costs continue to grow as previously outlined. As was true in the citywide analysis, personnel services constitute the largest expenditure within the General Fund. The growth of expenditures here outpace modest revenue growth in future years and staff has carefully considered these trends when building the FY 2019-20 budget and estimating future-year expenditures.

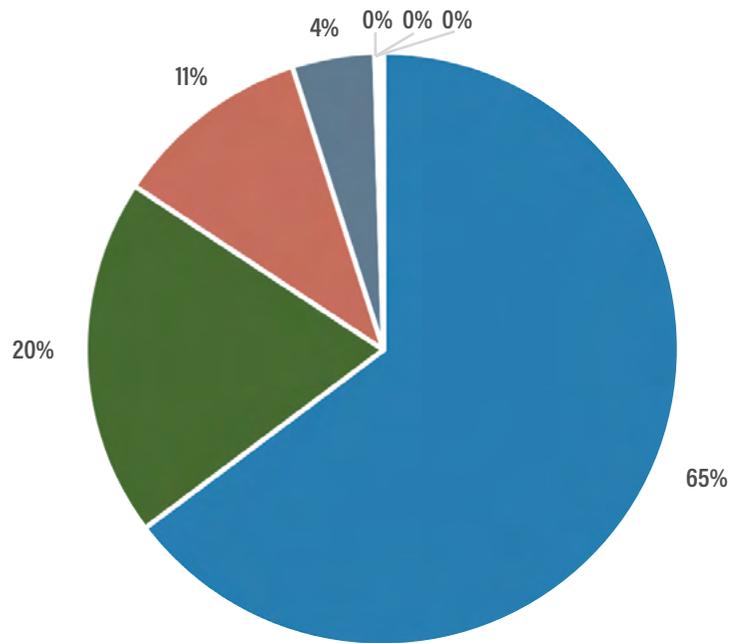
Coupled with increasing expenditures, the City must also be prepared for a potential economic slowdown. During this type of slowdown, revenues that are closely tied to the economy such as sales tax can see sizable decreases in anticipated revenues. Preparing for the potential effects of such a downturn has been carefully considered when building this budget and planning for the future.



**FY 2019-20
GENERAL FUND EXPENDITURES
BY CATEGORY**

\$119.4 MILLION

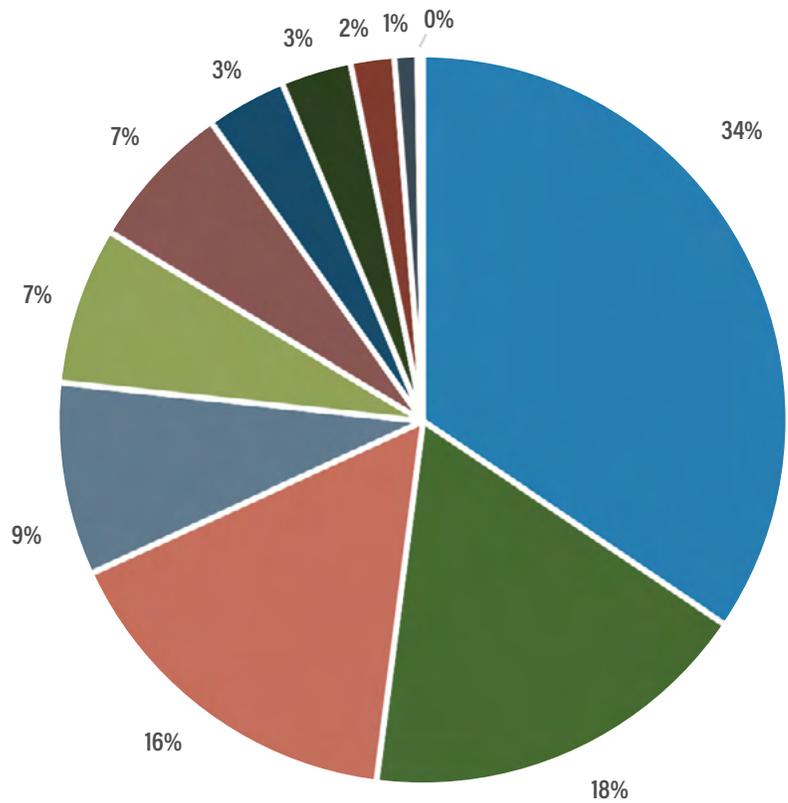
- Personnel Services, \$77.3M
- Services & Supplies, \$23.3M
- Internal Services, \$12.9M
- Transfers, \$5.3M
- Reserves & Contingencies, \$0.3M
- Non-Operating, \$0.2M
- Capital Outlay, \$0.1M



**FY 2019-20
GENERAL FUND EXPENDITURES
BY DEPARTMENT**

\$119.4 MILLION

- Police, \$41.1M
- Fire, \$21.0M
- PRCP, \$19.4M
- Public Works, \$10.2M
- Non-Departmental, \$8.0M
- Community Development, \$7.9M
- Finance & Technology, \$4.2M
- City Manager, \$3.8M
- City Attorney, \$2.3M
- Human Resources, \$1.2M
- City Council, \$0.3M





MEASURE 0

With concerns of an aging infrastructure and focus on maintaining public safety, the voters of Ventura passed ballot Measure 0 in 2016 adding a 25-year one-half percent transaction and use tax for purchases made within the City limits. Revenues and expenditures for Measure 0 have been placed into a separate fund for ease of tracking and reporting.

Now entering the third fiscal year since it was approved by the voters, the budget for FY 2019-20 continues to provide funding for various programs in accordance with the City's Measure 0 Ordinance and recommended by the Citizens Oversight Committee.

Keeping with the theme "A New Day in Ventura", the City's leadership team will endeavor to provide an executable spending plan that will make visible changes within our community. Through this budget preparation, we have reprioritized our prior year's anticipated Measure 0 investments and provided a more realistic spending plan for the coming year.

Total Anticipated Resources - \$23.2 million

Total Anticipated Expenditures - \$17.9 million

Carryover fund balance - \$ 5.3 million

While the Measure 0 budget does not fully expend all resources immediately available, staff anticipates greater needs in the future for major capital projects.

New to Measure 0 this year is:

- Support for the City's share of the County Homeless Shelter - **\$940,250**
- Homelessness services/training - **\$40,000**
- Westside sidewalks and ADA access - **\$700,000**
- Citywide sidewalk maintenance - **\$200,000**
- Vehicles (2) and vehicle maintenance for Safe and Clean Patrol - **\$124,000**
- Beautification - **\$100,000**
- One (1) Criminal Investigative Technician with vehicle - **\$160,000**
- Four (4) additional police officers presently funded as overtime, to complete enhanced focus area patrol efforts - **\$740,000**

VENTURA WATER

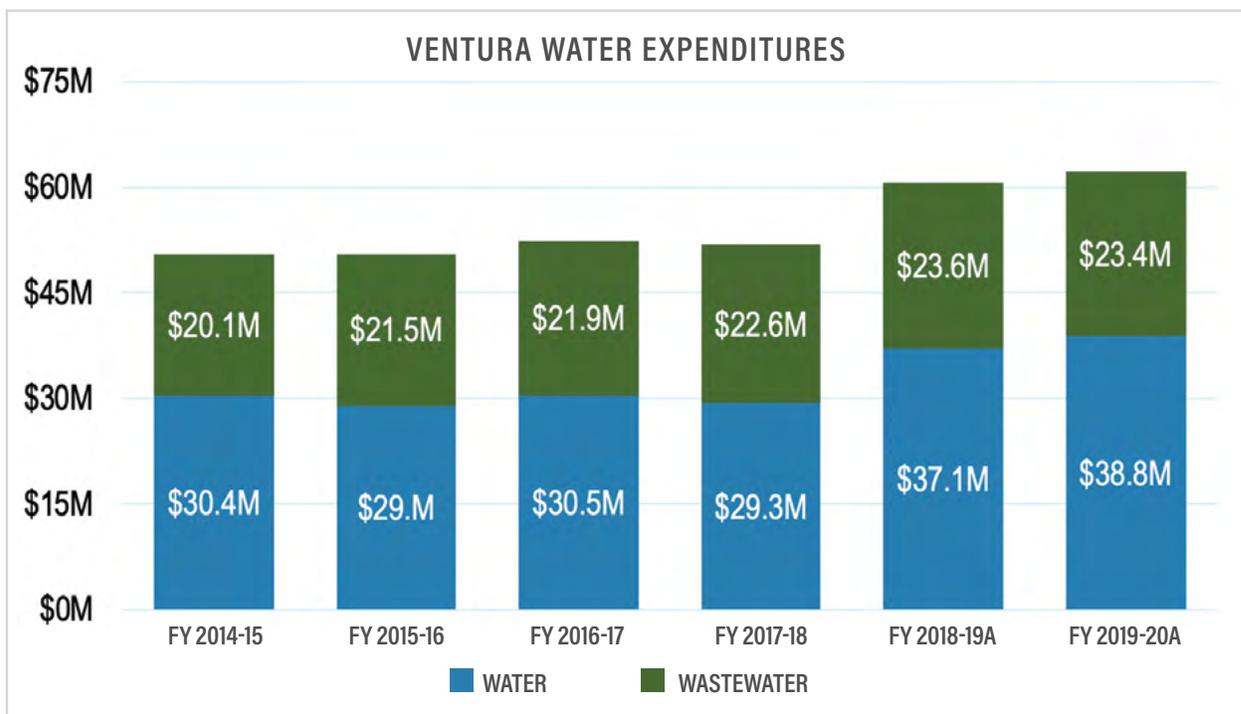
Ventura Water is comprised of two divisions: Water and Wastewater. The primary source of revenue for Ventura Water is Charges for Services and these charges primarily consist of rates from residential and commercial customers. This year there will be a review and evaluation of the current rates for both residential and commercial customers. Ventura Water is undertaking two rather ambitious, yet critical projects to improve and stabilize water resources and wastewater disposal for the City. Ventura Water's combined adopted budget is \$62.2 million. In FY 2018-19, the City Council authorized 8 additional positions in Ventura Water bringing total authorized FTE to 108.

WASTEWATER

The adopted budget for the Wastewater Division is \$23.4 million a slight decrease over FY 2018-19. Operating revenues in Wastewater Operations have remained relatively flat in the last five fiscal years and are anticipated to decrease slightly next year. The key reason for this decrease is due to a combination of water conservation efforts, above average rain year, and completion of the Montalvo Community Service District final payment which have reduced the projected revenues for FY 2019-20.

WATER

The adopted budget for the Water Division is \$38.8 million, a \$1.8 million increase over FY 2018-19. Operating revenues in the Water Operations fund have increased gradually over the last five fiscal years and are anticipated to increase by 4.6% in this adopted budget to \$38.8M, primarily due to Internal Transfers.

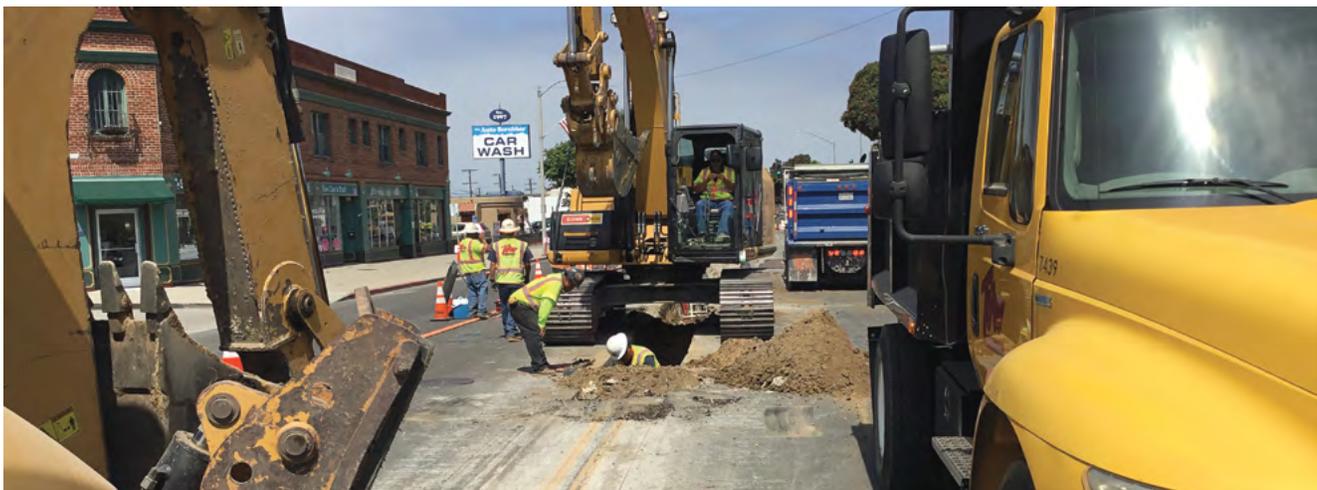
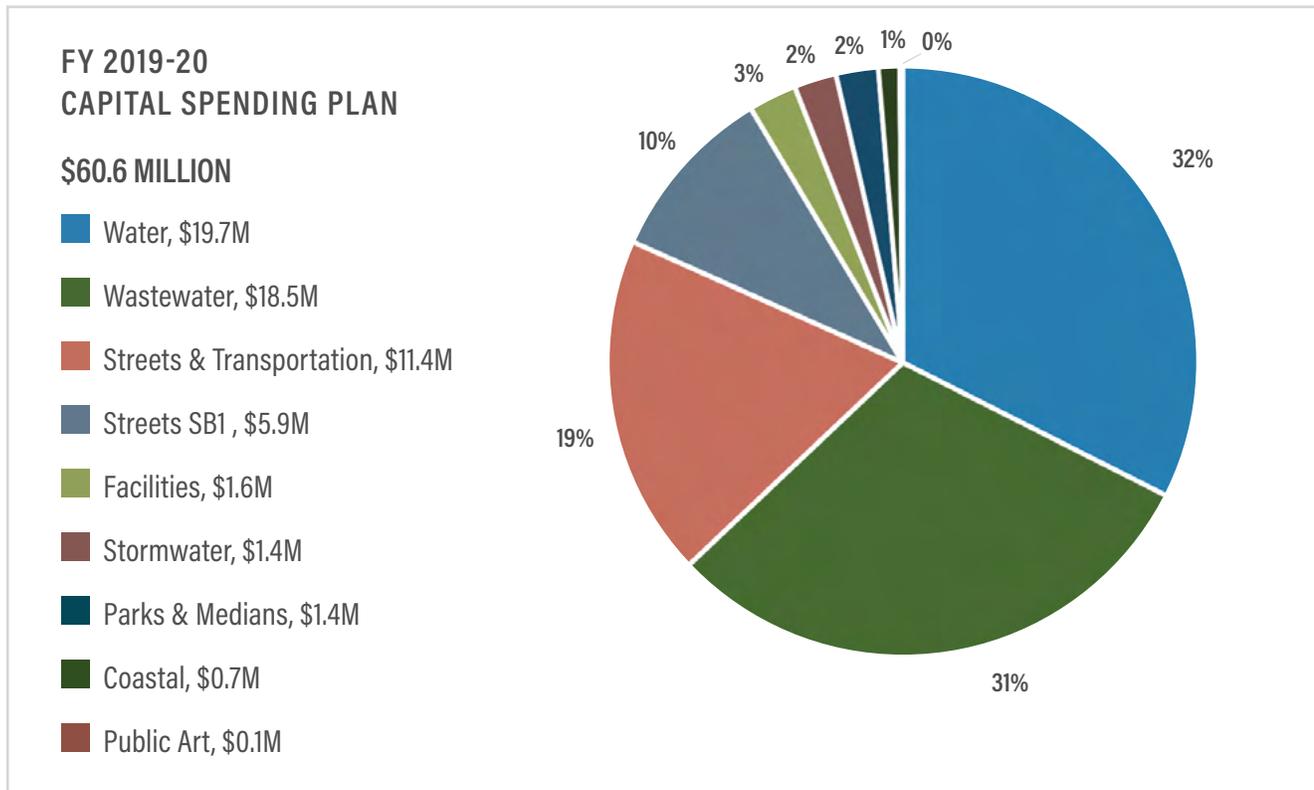


CAPITAL IMPROVEMENT SPENDING

The City's Capital Improvement Plan (CIP) reflects and identifies the most critical infrastructure priorities. The CIP is the City's strategic planning framework that addresses the preservation, maintenance, and improvement of our capital infrastructure that supports and delivers some of our core City functions and essential City services. Without well-maintained infrastructure, Ventura's economic prosperity cannot be sustained. The condition of our streets, sidewalks, water, sewer, storm drains, recreation facilities, parks, and other public facilities reflects on how well our community is doing and its ability to sustain economic growth. A community's quality of life,

health, safety, and economic well-being are all tied to the cornerstone of its infrastructure.

A total of \$60.6 million is planned in capital improvements for the new fiscal year, which consists of both maintenance and capital projects. These projects are comprised of the following project areas: Coastal, Facilities, Parks and Medians, Public Art, Stormwater, Streets, Transportation, Wastewater, and Water. On March 2019, the Council authorized hiring four (4) additional Project Manager/Engineer positions to accomplish this workplan.



CONCLUDING REMARKS

Budgeting is not a standalone process. Good budgeting is supported by, and in turn supports, the various pillars of modern public governance: integrity, openness, participation, accountability, and a strategic approach to planning and achieving objectives. Budgeting is thus an essential keystone in the architecture of trust between the City and its residents.

The budget is a resource planning tool disguised as a spending program. Importantly, the budget is a financial plan, not a financial guarantee to spend. Ongoing, the budget will be monitored and managed by staff and updated periodically through the Finance, Audit, and Budget Committee of Council.

A document like this does not come together in an organizational vacuum. A lot of people helped to make this happen. My department head team has been helpful and patient with me in the development of this budget. A special thanks to the budget team who spend thousands of hours developing, refining, changing, reacting, challenging, and proofing the numbers to assure of their accuracy.

I'm looking forward to that new day in Ventura!

Respectfully submitted,



ALEX D. MCINTYRE
City Manager



P: LARRY MANION

READER'S GUIDE

The budget is intended to address many different audiences, both internally and externally. It serves as a policy document, financial plan, operational guide, and a communication device. It has been formatted to enhance readability and provide users with extractable sections that can stand on their own. The document is intended to reflect the emphasis that the City of Ventura (San Buenaventura) places on excellent services delivered in an efficient, respectful, and courteous manner. These services are intended to enhance and protect the quality of life that Ventura citizens have enjoyed and have come to expect.

Schedules within this document may contain mathematical variances due to rounding.

City Overview provides background and historical information about Ventura. It also provides statistical community information, such as population and demographics.

Budget Discussion provides information on Citywide funds. Here you will find detailed revenue projections and planned expenditures for the citywide budget, as well as, specifics for the General Fund. The tables include summary financial data with sources and uses of funds.

Individual Fund Summaries provides the viewer with a look at the fund structure in the City of Ventura. The section provides trended information about the activity in each fund with summary data for five budget periods: two prior year actuals, prior year adopted, current year adopted, and estimate for next budget year. There is a summary of Budget changes by fund and an estimate of fund balance.

Department Summaries provides the reader with information about the twelve departments at the City - City Council, City Manager, City Attorney, Human Resources, Finance and Technology, Community Development, Parks Recreation and Community Partnerships, Police Department, Fire Department, Public Works, Ventura Water and a Non-Departmental category for items not specifically tied to one of the operating departments. There is an organizational chart and general information about each department's role in providing service to citizens. Provided is summary financial data for each department for two prior year actuals, prior year adopted, current year adopted, and an estimate for next budget year.

Capital Improvement Plan is provided to capture all current capital projects contained in the budget, including those scheduled to begin in the new fiscal year and those scheduled to be closed. The Capital Appropriations and Spending Plan Summary schedule includes all current and requested appropriations along with anticipated spending this year listed by fund. The Capital Appropriations and Spending Plan Details schedule includes a detailed listing of all projects by fund including descriptions, as well as requested appropriations and spending plans for the adopted budget year. The Capital Project Impact on Operations Budget schedule will further quantify the impact on the operating budget after adding these assets.

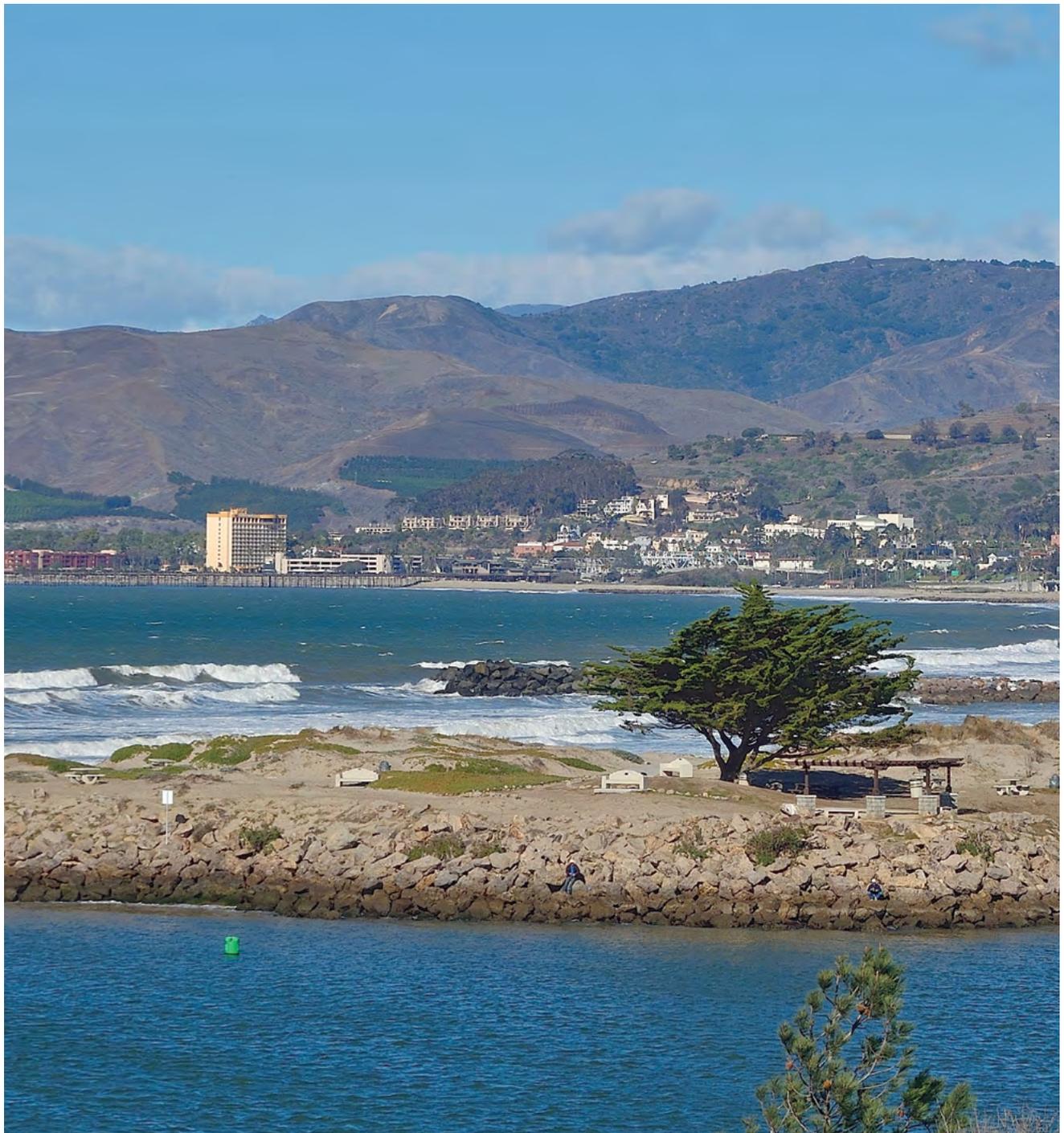
Personnel includes data about the City's adopted staff positions (regular employees) showing job class salaries and employee benefits for all authorized positions by function. Also included is a table of all authorized Full-Time FTEs by department organized by position name explaining changes in FTE for FY 2017-18, FY 2018-19, and FY 2019-20. There is also a table with salary information associated with all city staff positions included in the adopted budget year. Lastly, there is an explanation of benefits offered to all regular, at-will, and probationary status employees.

Financial Policies includes a current copy of the approved Financial Policies Overview and Investment Portfolio Guidelines updated for the beginning of FY 2019-20. The policies govern budget, accounting, contracting, purchasing, treatment of fund balance, reserves, debt, and investments.

Appendices includes a collection of schedules and topic-specific information. Included in the appendices is information regarding the budget resolution, Gann limit, debt limit and schedule, acronyms, and a glossary.

CITY COUNCIL GOALS

- Stabilize and strengthen the organization
- Reinitiate the General Plan Update
- Create an economic development strategy
- Open a permanent homeless shelter
- Beautify the City
- Develop a coastal City focus



An aerial, monochromatic blue-tinted photograph of a city. In the background, rolling hills and mountains are visible under a clear sky. The middle ground shows a dense residential area with houses and trees. In the foreground, a large, open grassy field with faint white lines for sports fields is visible. Below the field, a rocky coastline leads to a sandy beach where many people are walking, playing, and swimming. The overall scene is bright and clear, with a consistent blue color palette.

CITY OVERVIEW

An aerial, monochromatic blue-tinted photograph of a coastal city. In the foreground, a long wooden pier extends from the shore into the ocean. The middle ground shows a dense urban area with various buildings, including a prominent white building with a dome. The background features rolling hills and mountains under a clear sky. A semi-transparent white banner is overlaid on the upper left portion of the image.

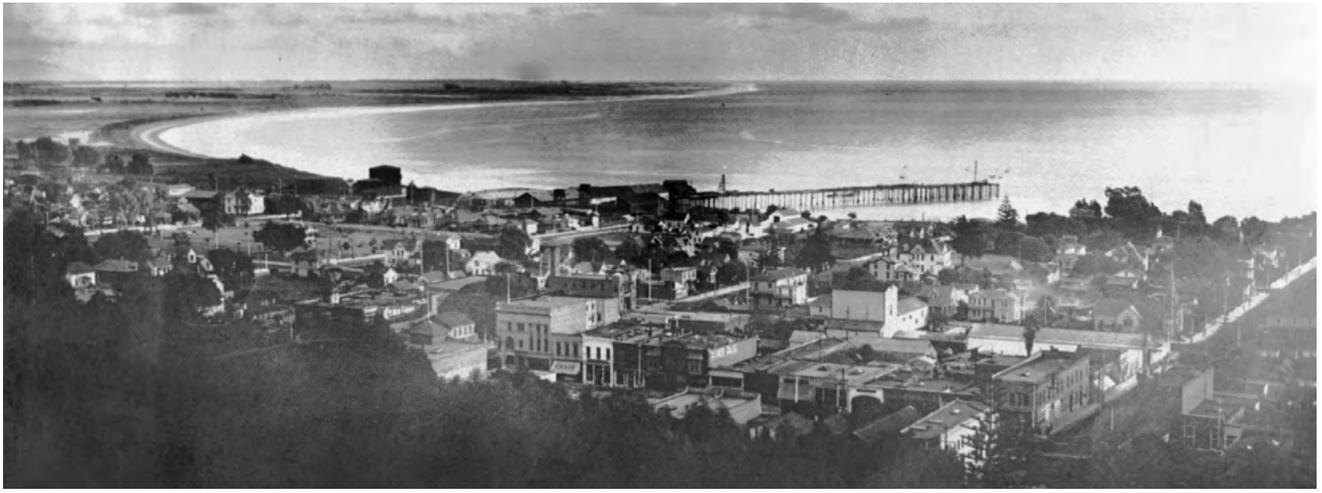
CITY OVERVIEW

CITY OVERVIEW

People have lived along this stretch of the California coast for at least ten thousand years. San Buenaventura was founded in 1782 by Father Junipero Serra and was the ninth of the California missions. He named it after the Italian St. Bonaventure, hence the nickname that Ventura is the “City of Good Fortune.”

Ventura is surrounded by mountains, miles of uncrowded sun-drenched beaches, and has a mild year-round climate. The City is proud of its numerous historical sites, bike paths, and parks, many which feature magnificent views and several located right on the beachfront.





DOWNTOWN VENTURA, CIRCA 1903

HISTORY

The City of Ventura is one of America's most livable communities. We're located between Malibu and Santa Barbara on the blue Pacific Ocean, overlooking Anacapa and Santa Cruz islands.

The City of San Buenaventura was incorporated in 1866. The minutes of the first City Council meetings were recorded in Spanish, which was still the predominant language of its time. Ventura became the County seat when Santa Barbara and Ventura Counties split in 1873. That same year, a courthouse and wharf were built, a bank was opened, and the first public library was created.

An oil strike in 1914 fueled rapid growth. In the years following World War II, farmland gave way to outward suburban development. Growth has slowed in recent decades as Ventura has matured into a seaside community known for its scenic coastline and hillsides, rich culture, revitalized historic Downtown, and environmental stewardship.



CLIMATE

The City of Ventura offers a Mediterranean climate with average temperatures in the mid-70's. Ranging from sea level to mountain peaks to valleys and coastal plains, the region has a versatile playing ground for an outdoor-oriented community. Year round, residents and visitors can enjoy beach-walking, surfing, hiking, biking, camping, fishing, golfing and more in Ventura's mild climate.

GEOGRAPHY

City of Ventura is located 63 miles northwest of Los Angeles and 30 miles south of Santa Barbara. It is nestled between the Los Padres National Forest and the Pacific Ocean. The western portion of the City stretches north along the Ventura River and on the east is flat alluvial coastal plain. The Santa Clara River forms part of the city's southern boundary and the city stretches north to the foothills.



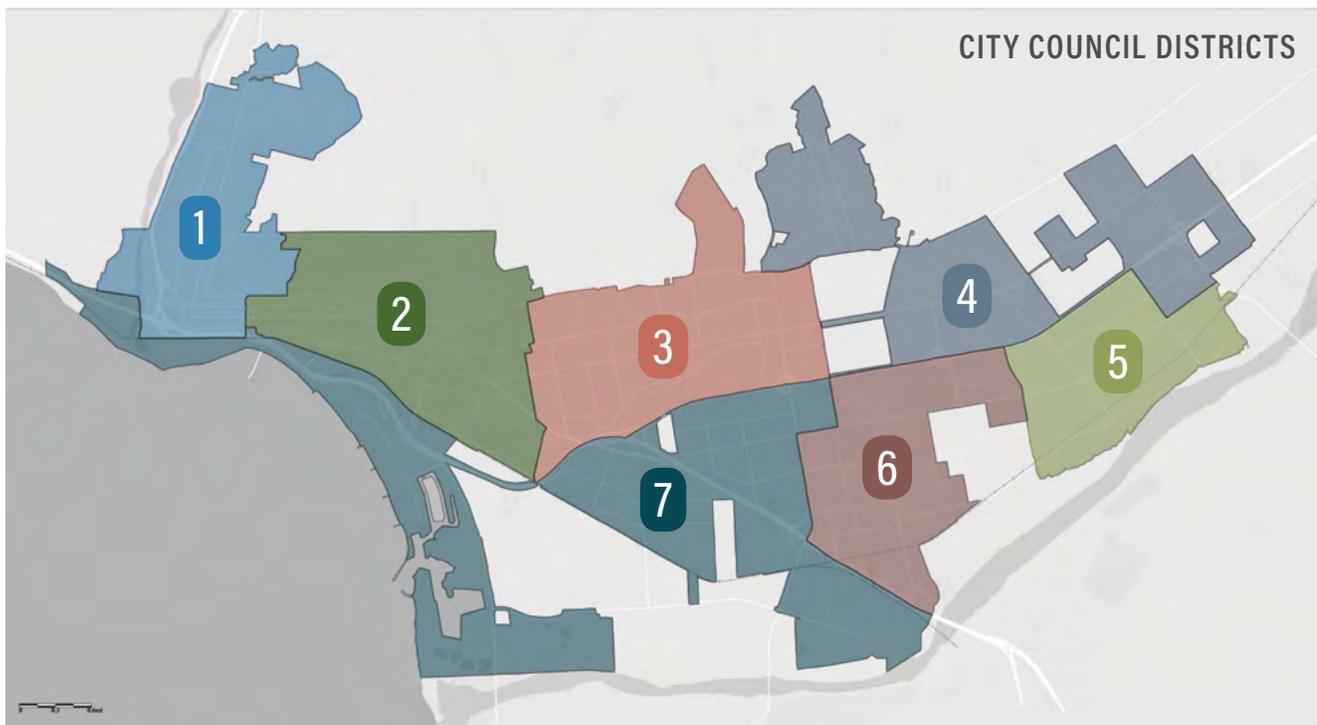
FORM OF GOVERNMENT

Ventura is a charter city, operating with a seven-member panel forming the Ventura City Council. Beginning in 2018, the City of Ventura conducted its first district-based elections. Ordinance 2018-001 was adopted on January 8, 2018 changing the City of Ventura election to a district-based process. The 2018 Election elected Councilmembers to Districts 1, 4, 5 & 6. Districts 2, 3 & 7 will be held in 2020.

Elections to select Councilmembers are held on the first Tuesday after the first Monday in November of the even numbered years. The newly elected Councilmembers assume their seat on the City Council at the first meeting in December following the election and serve for a term of four years.

At the same time, the Council is reorganized and one of its members is selected to be Mayor. The Mayor serves a term of two years as the presiding officer of the Council. The Mayor has been delegated the responsibility to act as the City Council's ceremonial representative at public events and functions. The Deputy Mayor is also selected in the same manner and serves a two-year term.

The Ventura City Council meets at 6:00 pm three Mondays each month. Meetings are held in the Council Chambers at City Hall, 501 Poli Street - Second Floor, Ventura. All meetings are open to the public.

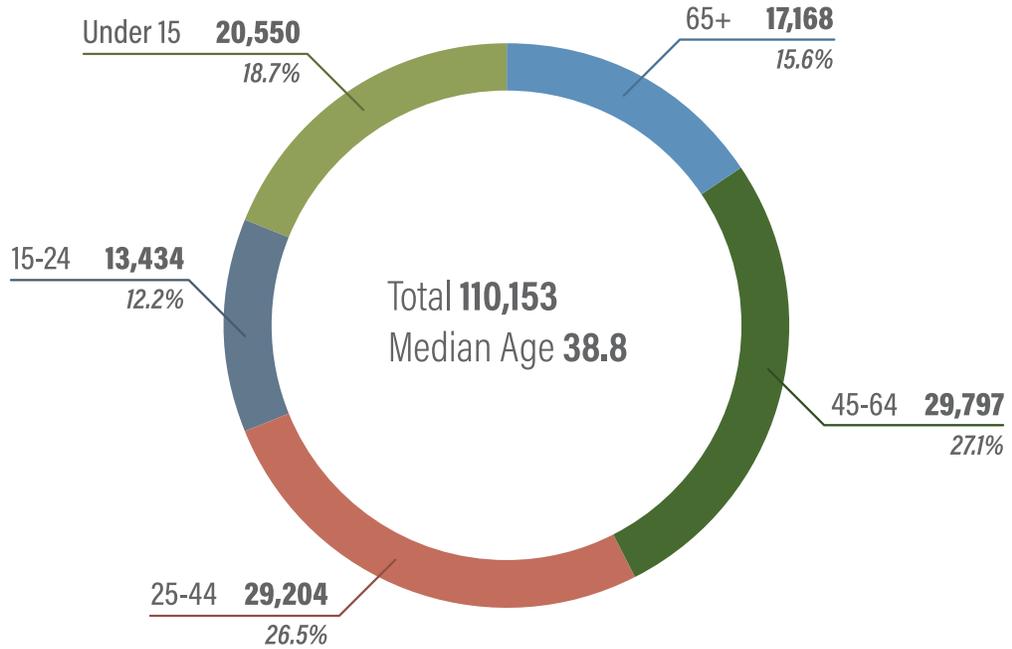


CITY COUNCIL SWEARING IN CEREMONY, 2018



DEMOGRAPHICS

AGE DISTRIBUTION



EMPLOYMENT & ECONOMY



25.2

Mean travel time to work
IN MINUTES



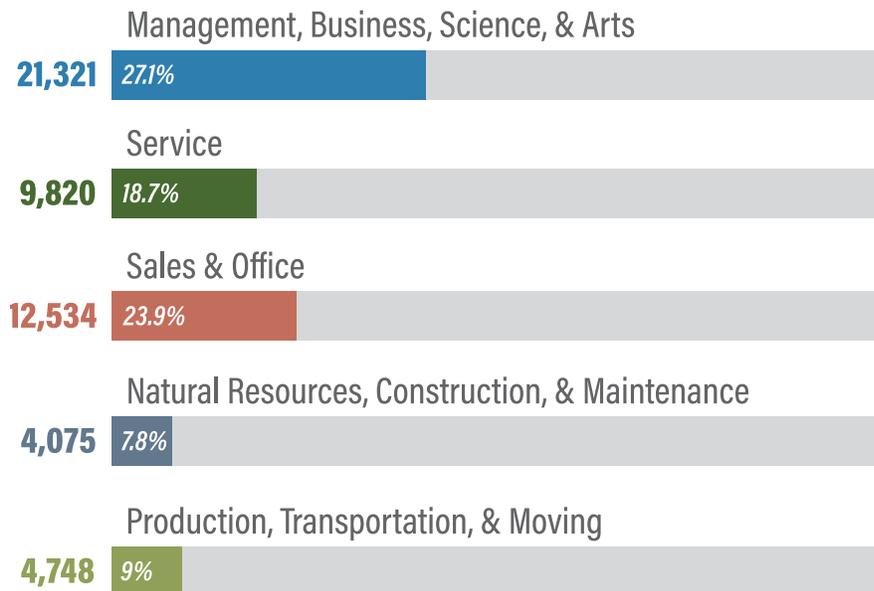
6%

Unemployed

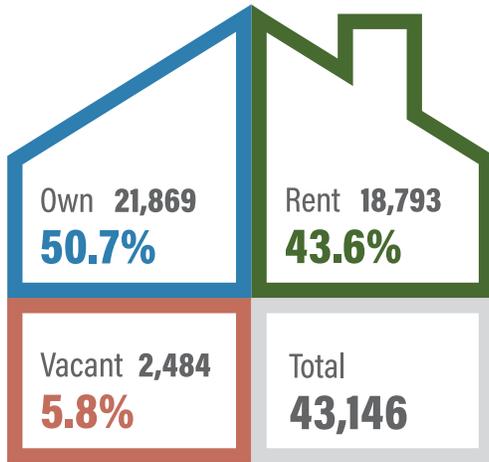
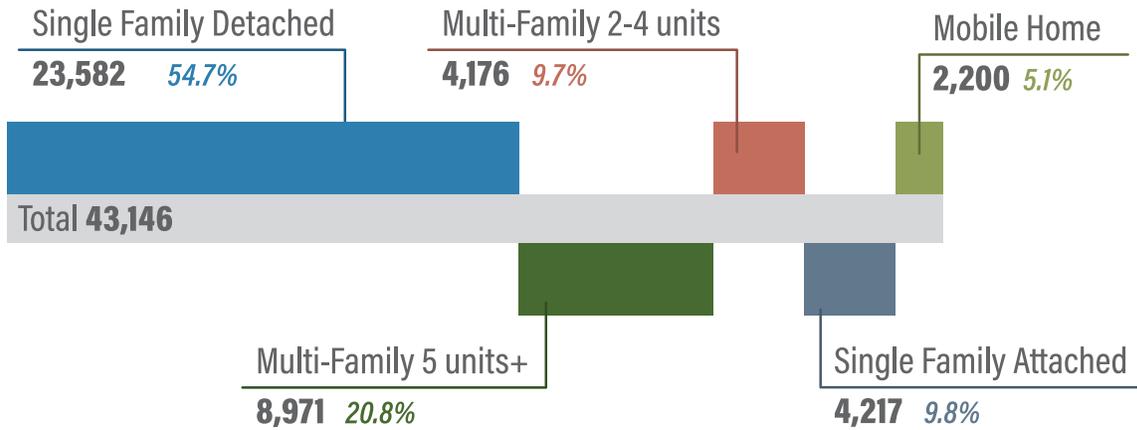


52,498

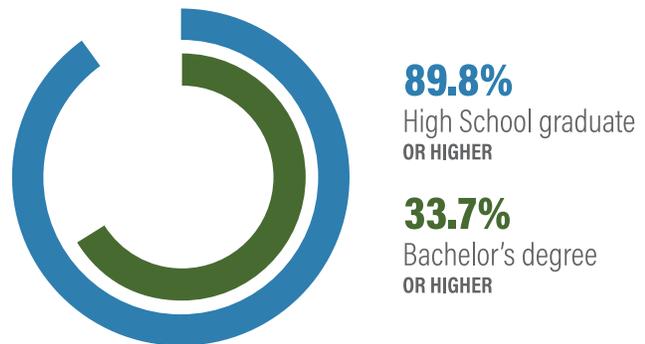
Total Occupations



HOUSING



EDUCATION



INCOME & BENEFITS



Source: 2013-2017 American Community Survey (ACS)

VENTURA COLLEGE LIBRARY



EDUCATION

Public school students from kindergarten through 12th grade attend schools in the Ventura Unified School District. There are 17 elementary schools, 5 middle schools, and 5 high schools in the district plus homestead programs and open classrooms. There are numerous private education options at all grade levels.

Ventura hosts four college campuses: Ventura College, The Colleges of Law, Southern California Institute of Law, and Santa Barbara Business College. Ventura College is a two-year community college, part of the Ventura County Community College District, with approximately 14,000

students each semester. It was established in 1925 as the first college in Ventura County. The Colleges of Law and Southern California Institute of Law prepare graduates for careers in law-related fields. The Colleges of Law - Santa Barbara & Ventura, is a nonprofit, regionally accredited law school. Southern California Institute of Law is a private, independent educational institution established in 1986. Santa Barbara Business College offers a range of programs in business, healthcare, technology, law, and aviation.

P: CHRIS AYRES



COMPARISON TO OTHER CITIES

Below is a comparison of like-sized coastal charter cities within California.

	VENTURA	SANTA BARBARA	CARLSBAD	SANTA MONICA	BERKELEY	NEWPORT BEACH
Population	109,275	93,063	113,725	93,834	121,238	84,915
Median household income	\$72,859	\$71,160	\$102,722	\$86,084	\$75,709	\$119,379
PER CAPITA COSTS						
Public Safety	\$536	\$731	\$501	\$1,393	\$891	\$1,061
General Government	\$139	\$146	\$266	\$772	\$337	\$184
Community Development	\$96	\$171	\$191	\$848	\$183	\$208
Culture and Leisure	\$95	\$278	\$248	\$575	\$233	\$413
Health	\$10	\$0	\$0	\$249	\$202	\$131
Internal Service Fund	\$280	\$256	\$172	\$495	\$231	\$374
Debt Service and Capital Outlay	\$101	\$314	\$172	\$353	\$195	\$506
Enterprise Funds	\$563	\$1,441	\$310	\$2,194	\$930	\$492
TOTAL PER CAPITA COST	\$1,819	\$3,337	\$1,860	\$6,879	\$3,202	\$3,369

SOURCES:

- Median household income from the 2013-2017 American Community Survey 5-Year Estimates
- Population and Expenditure data from California State Controller's Office - Cities Financial Data for FY 2016-17



BUDGET PROCESS

The City of Ventura adopts a budget annually. The budget is comprised of 34 different active funds, including the General Fund, as well as Enterprise funds: Water and Wastewater Funds. The City's 2019-20 fiscal year runs from July 1, 2019 through June 30, 2020.

Budget preparation begins with revenue projections. To make those projections as accurate as possible, six techniques are used, depending upon the unique characteristics of each revenue source.

- Trend analysis (i.e. month-to-month trend analysis)
- Time series techniques (i.e. moving averages)
- Econometric models (i.e. predictive statistics)
- Informed/expert judgment (i.e. advice of expert staff)
- Estimates from other governmental agencies (i.e. property valuation estimates)
- Estimates from staff, subject matter experts, consulting firms (i.e. sales tax projections)

Additional resources the City uses include information from the League of California Cities, Avenulnsights Economic Overview, and other data available from the State of California, County of Ventura, U.S. Department of Labor and other federal agencies.

On November 8, 2016, the citizens of Ventura passed ballot Measure "0", adding a one-half percent transaction and use tax for purchases of goods used within the City limits. In order to ensure strict accountability, a Citizens Oversight Committee was formed to review recommended expenditures.

FUND ACCOUNTING

The City of Ventura's Basis of Budgeting is the same as the Basis of Accounting in accordance with Generally Accepted Accounting Principles (GAAP), which is described in the following two paragraphs.

The budgets of governmental funds (General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds) are prepared on a modified accrual basis where revenues are recognized when they become measurable and available, and expenditures are recorded when the related liability is incurred; except that principal and interest payments on general long-term debt are recognized when due. Revenue availability criteria are defined as collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period (i.e., sixty days after fiscal year-end).

Budgets for proprietary funds (Internal Service Funds and Enterprise Funds) and fiduciary funds (RDA Successor Agency and Property Based Improvement District Agency (PBID)) are prepared on a full accrual basis where revenues are recognized when earned, and expenses are recognized when they are incurred.



BUDGET CALENDAR

January 19, 2019	City Council Goal Setting
January 28, 2019	Capital Plan Transmittal
February 25, 2019	Budget Workshop # 1
March 25, 2019	Budget Workshop #2, Capital Plan Adoption
May 1, 2019	Transmit Proposed Budget to City Council
May 13, 2019	Proposed Operating and Capital Budget Public Workshop
May 20, 2019	Budget Workshop #3
June 24, 2019	Public Hearing: Budget Adoption





BUDGET PRINCIPLES

City Council has adopted budget principles as the central policy document, showing how it will prioritize and achieve its short and long-term objectives. The budget is a contract between the citizens and the City, showing how resources are raised and allocated for the delivery of public services. Such a document must be clear, transparent, and credible if it is to command trust and to serve as a basis of accountability.

Budgeting is not a standalone process, removed from the other channels of government action. Good budgeting is supported by, and in turn supports, the various pillars of modern public governance: integrity, openness, participation, accountability, and a strategic approach to planning and achieving objectives. Budgeting is thus an essential keystone in the architecture of trust between the City and its citizens.

This year's budget principles were affirmed in January 2019 with these important foundational principles and further refined into the following areas:

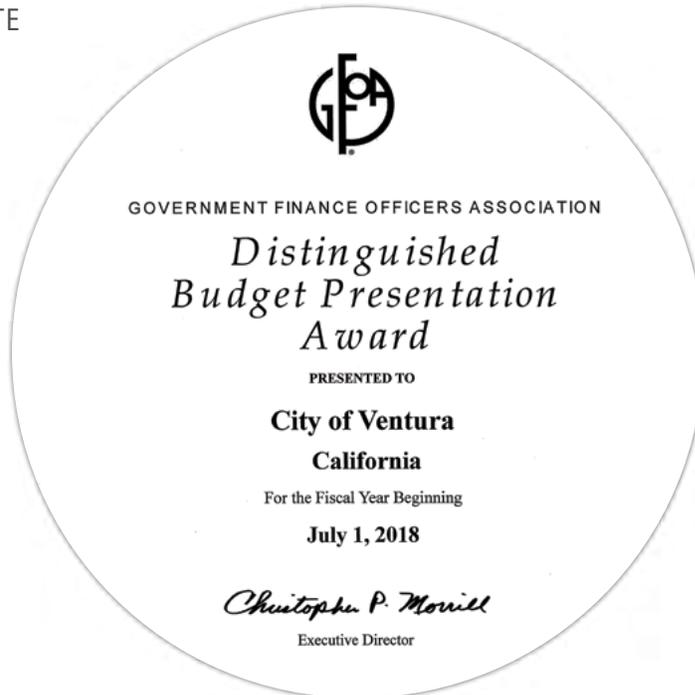
1. Promote the City's long-term financial sustainability through monitoring and reporting on changes in pension liabilities and including those changes in the City's long-term forecast.
2. Incorporate a budget assumption for employee vacancies and resulting salary savings into the forecast.
3. Actively pursue revenue enhancements and strive to achieve full cost recovery for all fee-based services, except where the City Council sees a clear public interest in providing a subsidy.
4. Clearly define the cost and timing of all cash outlays associated with major projects, to allow investment of idle cash, while maintaining liquidity.
5. Enhance and maintain core City services and infrastructure by prioritizing City Council adopted initiatives and strategies that contribute to the quality of life in Ventura.
6. Evaluate one-time revenues for highest and best investment.
7. Improve productivity through continual review of City services, identifying new programs/initiatives and enhancing, reducing, or eliminating existing programs.
8. Manage staff capacity to efficiently deliver services to the community through investment in new technologies that drive efficiency and productivity.
9. Develop programs and initiatives that strengthen Ventura's standing as an employer of choice to retain and attract highly-qualified personnel.
10. Proactively manage the loss of institutional knowledge through succession planning efforts including the ability to provide for overlap in critical positions, at the discretion of the City Manager.
11. Communicate the City's financial position by continuing to refine the budget document and provide comparison to actual results, while enhancing the public's access to financial information.

BUDGET AWARDS

CSMFO AWARD CERTIFICATE



GFOA AWARD CERTIFICATE



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Ventura, California, for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

PAGE INTENTIONALLY LEFT BLANK





BUDGET DISCUSSION

A long wooden pier extends from the foreground into the ocean. The pier is supported by numerous vertical wooden posts. Along the edge of the pier, several American flags are mounted on poles, and a single lamp post with a curved arm and a bell-shaped shade is visible. The ocean waves are breaking against the pier, creating white foam. The sky is clear and light. The entire image has a greenish tint.

BUDGET DISCUSSION

BUDGET DISCUSSION

INTRODUCTION

The Budget Discussion section presents a high-level overview of the City's resources and obligations. The City of Ventura adopts a budget annually. The budget is comprised of 34 different funds, including the General Fund, as well as enterprise funds: Water and Wastewater Funds. The City's 2019-20 fiscal year runs from July 1, 2019 through June 30, 2020.

City Charter requires a balanced Proposed Budget to be submitted to City Council on or before May 1 of each year and Budget Adoption on or before June 30. The City's charter considers a budget balanced when the expenditures do not exceed the annual revenues.

Schedules throughout this section may contain small mathematical variances due to rounding.

EXHIBIT 2.01.01 - FY 2019-20 CITYWIDE REVENUES BY CATEGORY

\$ IN MILLIONS	FY 2019-20 ADOPTED
REVENUE AND OTHER RESOURCES BY CATEGORY	
Charges for Services	96.7
Taxes	92.9
Other agencies	17.6
Licenses and Permits	5.9
Fines and Forfeitures	3.0
Other	10.9
SUBTOTAL REVENUE	\$227.0
Internal Transfers	14.8
Prior Year Resources	59.6
TOTAL REVENUE AND OTHER RESOURCES	\$301.5



EXHIBIT 2.01.02

FY 2019-20 CITYWIDE REVENUES BY CATEGORY

- Charges for Services
- Taxes
- Other Agencies
- Licenses & Permits
- Fines & Forfeitures
- Other
- Internal Transfers
- Prior Year Resources

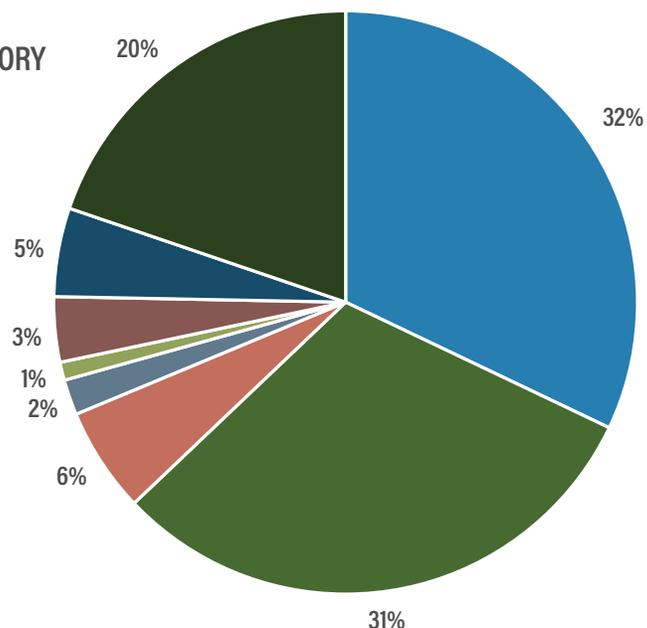


EXHIBIT 2.01.03 – CITYWIDE REVENUES FY 2016-17 THROUGH FY 2020-21

\$ MILLIONS	FY 2016-17 ACTUALS	FY 2017-18 ACTUALS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
Charges for Services	97.1	103.1	99.5	96.7	97.8
Property Tax	24.9	26.2	25.8	27.3	28.4
Sales Tax	25.0	26.0	26.1	27.0	27.1
Other Agencies	14.6	20.8	16.8	17.6	17.9
Utility Tax	7.7	8.2	7.4	7.9	7.9
Franchise Fees	3.8	4.5	3.6	4.3	4.4
Transient Occupancy Tax	5.6	6.7	6.7	6.2	6.3
Other Taxes	12.6	18.2	17.6	20.1	20.2
Licenses and Permits	6.4	4.9	5.2	5.9	5.5
Fines and Forfeitures	2.1	3.2	2.0	3.0	3.2
Use of Money and Property	5.5	5.8	3.7	3.7	3.8
Other Miscellaneous Revenue	9.2	11.2	7.0	7.2	6.9
SUBTOTAL REVENUES	\$214.4	\$238.7	\$221.2	\$227.0	\$229.4
Internal Transfers	23.0	8.1	17.6	14.8	14.6
Use of Fund Balance	0.0	0.0	67.7	59.6	55.2
TOTAL REVENUES	\$237.4	\$246.8	\$306.5	\$301.5	\$299.1

CITYWIDE SUMMARY

REVENUES

CHARGES FOR SERVICES

The largest source of revenue citywide is Charges for Services, which is the primary source of revenue for the Water and Wastewater Operations funds as well as the Special Assessment Districts and Internal Service Funds. Overall, Charges for Services make up \$96.7M or 32% of the city's overall budget.

EXHIBIT 2.02.01 – CITYWIDE CHARGES FOR SERVICES BY FUND

\$ IN MILLIONS	FY 2019-20 ADOPTED
General Fund	14.5
Water Operations	33.7
Wastewater Operations	22.1
Special Assessment Districts	2.0
Other Special Revenue Funds	2.9
Internal Service Funds	21.4
TOTAL	\$96.7

TAXES

The second largest source of citywide revenues comes from Taxes. Included in the taxes section are property taxes, sales taxes, utility taxes, Measure O's Transaction and Use tax, and other taxes. Revenue from taxes is expected to see a small but steady increase over FY 2018-19 anticipated revenues. Overall, taxes make up \$92.9M, or 31% of the city's overall budget.

EXHIBIT 2.02.02 – CITYWIDE TAXES BY FUND

\$ IN MILLIONS	FY 2019-20 ADOPTED
General Fund	77.7
Measure O	13.5
Transportation	1.3
Other	0.4
TOTAL	\$92.9

EXPENDITURES

EXHIBIT 2.02.03 - CITYWIDE EXPENDITURES BY DEPARTMENT

\$ IN MILLIONS	FY 2019-20 ADOPTED
EXPENDITURES BY DEPARTMENT	
Ventura Water	104.1
Public Works	49.2
Police	45.9
Parks, Rec & Community Partnerships	23.9
Fire	23.3
Non-Departmental	13.0
Finance and Technology	12.9
Community Development	11.4
Human Resources	9.2
City Manager	5.2
City Attorney	3.0
City Council	0.3
TOTAL EXPENDITURES	\$301.5



EXHIBIT 2.02.04

CITYWIDE EXPENDITURES BY DEPARTMENT

- Ventura Water
- Public Works
- Police
- PRCP
- Fire
- Non-Departmental
- Finance & Technology
- Community Development
- Human Resources
- City Manager
- City Attorney
- City Council

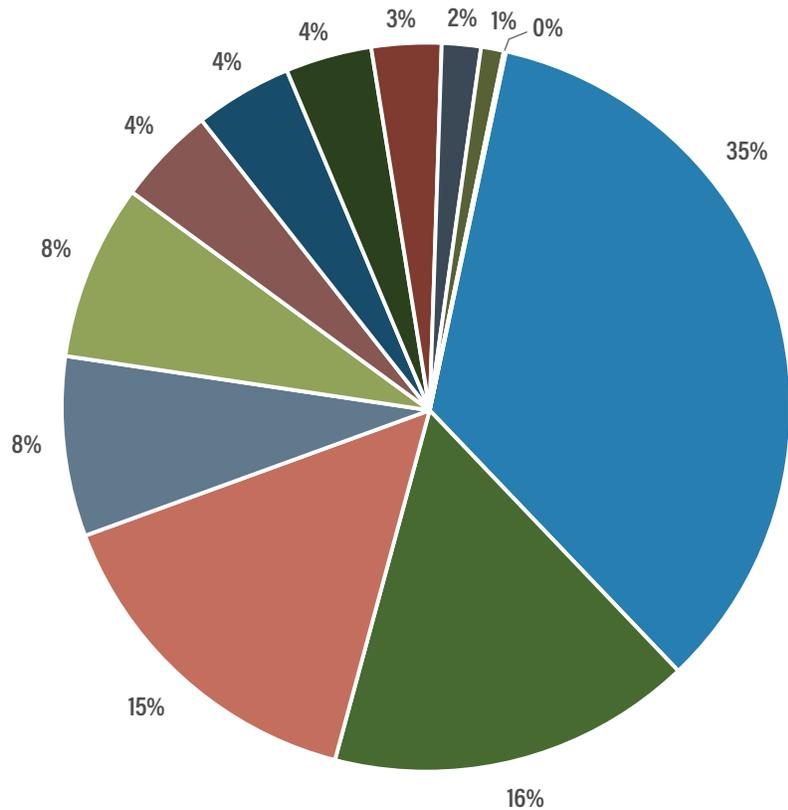


EXHIBIT 2.02.05

CITYWIDE EXPENDITURES BY CATEGORY

- Personnel Services
- Services & Supplies
- Internal Services
- Capital Outlay
- Non-Operating
- Reserve & Contingencies
- Transfers

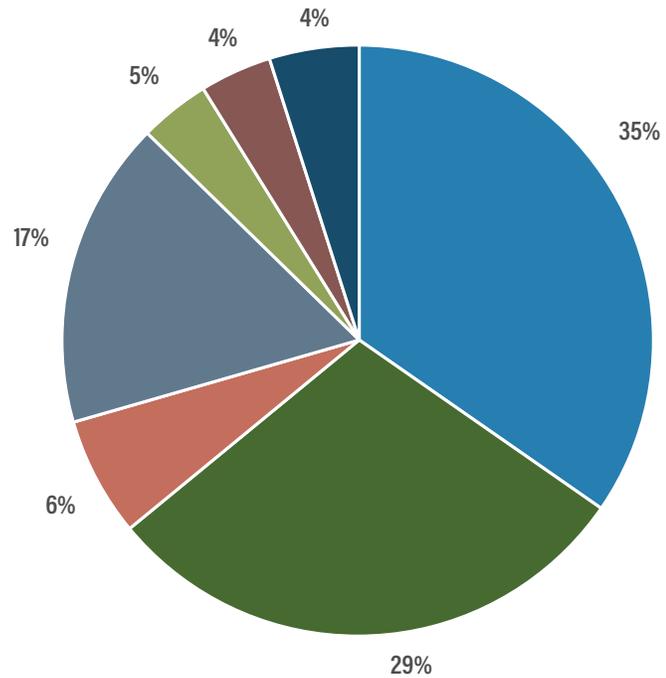


EXHIBIT 2.02.06 - CITYWIDE EXPENDITURES BY CATEGORY

\$ IN MILLIONS	FY 2019-20 ADOPTED
EXPENDITURES BY CATEGORY	
Personnel Services	104.5
Services And Supplies	88.5
Internal Services	19.6
Capital Outlay	50.6
SUBTOTAL EXPENDITURES	\$263.2
Non-Operating	11.6
Reserves And Contingencies	11.8
Transfers	14.8
TOTAL EXPENDITURES	\$301.5

PERSONNEL

As in prior years, expenditures in FY 2019-20's Adopted Budget are primarily focused on Personnel costs, which account for approximately 35% of the expenditure budget. Included in the personnel costs are salaries for Full-Time, Part-Time, and Extra Help employees as well as the associated benefit costs for those workers. Pension costs continue to rise, with heavy pension cost increases anticipated in FYs 2019-20, 2020-21, 2021-22 and 2022-23.

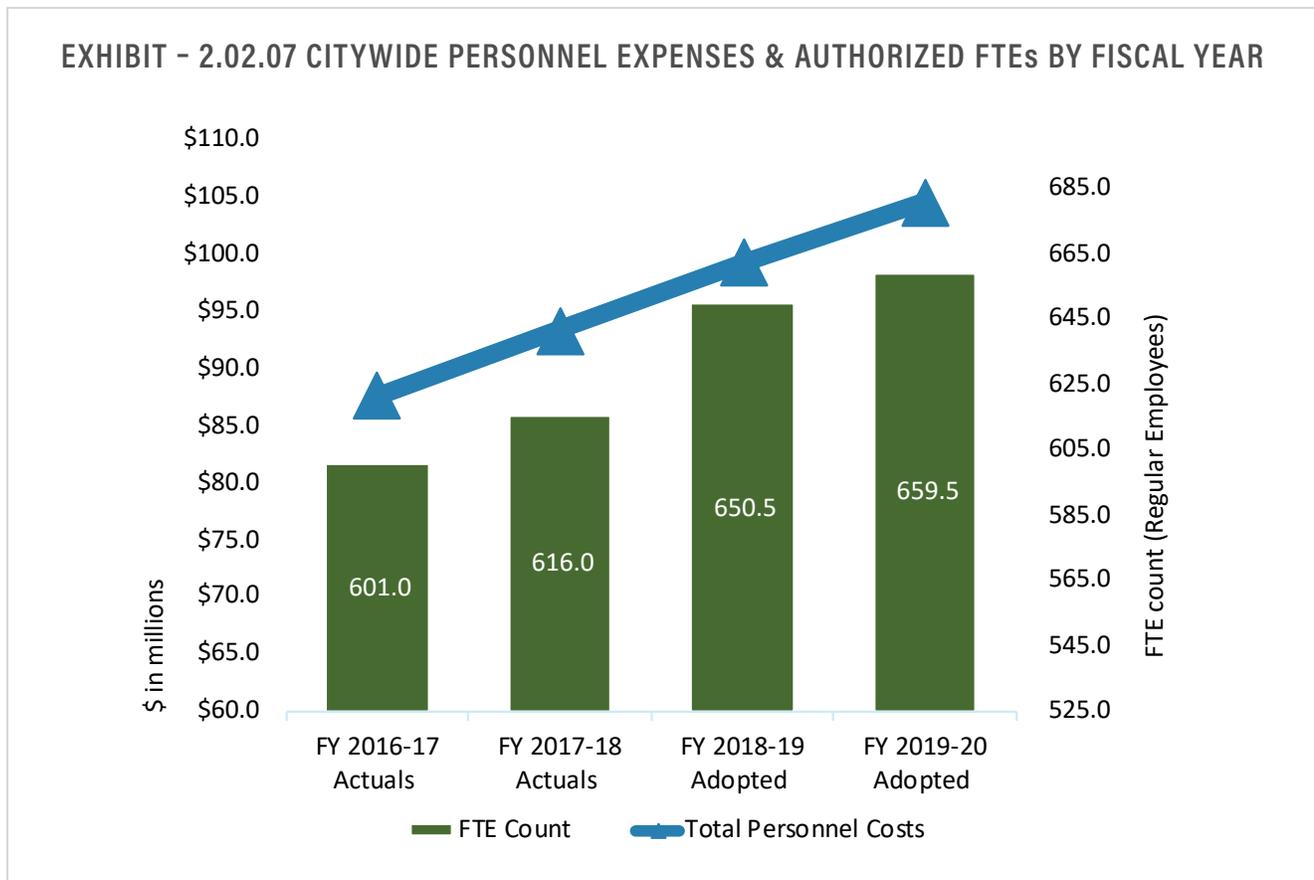


REGULAR STAFF - FULL TIME EQUIVALENTS (FTE)

In FY 2018-19, the second full year of Measure O, the City continued its focus on public safety and community beautification by adding five new Police Officers, two Criminal Investigative Technicians, two Groundskeepers, and a Homelessness Services Program Manager to the Measure O fund. In the General Fund, a Community Outreach Specialist, Property Management Specialist, and Management Technician were added within Public Works, two additional Groundskeepers and an Office Assistant were added in Parks, Recreation, and Community Partnerships, two Senior Public Safety Dispatchers were added in Police, and the Fire department added Medic Engine 7, a roving engine staffed with a new Fire Engineer, Fire Captain, and Firefighter-Paramedic. The General Fund also saw some modifications to existing positions including transitioning a 0.75 FTE Senior Civic Engagement Specialist to a 1.00 FTE Community Outreach Specialist within the City Manager’s office and reallocating a System Support Technician within Finance and Technology to a Senior Management Analyst in the City Manager’s office. The Community Outreach Specialist was then reallocated to a Deputy City Manager. Finance

and Technology also converted a 0.75 FTE Accountant to a 1.00 FTE Accountant. Four new Engineers were added to the Public Works department to focus on needed capital projects. Lastly, Ventura Water reorganized within the department and added eight new positions, which are funded entirely by Water and Wastewater Operations funds.

In FY 2019-20, in the General fund, City Council approved the addition of an Emergency Services Manager to the City Manager’s department to increase the training and preparedness of City staff in the case of a future disaster and a new Code Enforcement Officer in Community Development to help tackle growing code enforcement needs in the City. City Council also approved the conversion of an extra help Business Tax Assistant position to a 1.00 FTE Business Tax Assistant and an extra help Technician in the Police Department to a 1.00 FTE Criminal Investigative Technician. In Measure O, City Council approved four additional Police Officer positions to complete the enhanced patrol efforts established by the City Council last year, as well as one Criminal Investigative Technician.



SERVICES AND SUPPLIES

Included in this category are professional services contracts, office supplies, trainings, and many additional operating expenditures. Services and supplies make up \$88,538,467, or 29% of the citywide expenditures budget.

CAPITAL

Capital costs make up the third largest component of the Citywide expenditures budget. In total, the capital budget for FY 2019-20 is \$50,570,719, or 17% of citywide budget. More detail on capital expenditures anticipated in the year are outlined in the "Capital Improvement Plan" section of this book.

INTERNAL SERVICES

The City recognizes that some basic governmental functions support all citywide operations. For instances such as these, separate "Internal Service" funds have been created to house these costs, then costs are passed on to the fund, department, or project which utilizes the services. Some examples of Internal Service Funds at the City include Fleet, Facilities, Information Technology, and Digital Publishing. The rates charged for these services are determined through periodic rate studies performed by either City staff or an outside consultant. Tracking these costs in separate funds enables staff to ensure full cost-recovery for these services.

In these examples, an expense will be imposed in a corresponding department or project for the type of services that is being provided. That expense will then show as a revenue in the respective internal service funds. Internal services make up the third largest expenditure category citywide. In FY 2019-20 is \$19,570,705, or 6% of all expenditures.

EXHIBIT 2.02.08 - INTERNAL SERVICES BY FUND BY FISCAL YEAR

	FY 2016-17 ACTUALS	FY 2017-18 ACTUALS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
General Fund	11,705,597	12,130,607	13,104,841	12,860,116	12,942,552
Measure O	-	1,477	-	39,125	39,440
Water Operations	2,881,120	2,969,352	3,067,906	3,171,806	3,181,924
Wastewater Operations	2,158,737	2,083,088	2,297,206	2,279,182	2,284,836
Special Revenue Funds					
Transportation Development Act	8,108	82,097	101,144	101,144	102,358
Transportation	2,395	601	-	-	-
Gas Tax	1,767	786	-	-	-
Housing and Urban Development	15,438	16,157	16,365	16,365	16,494
Downtown Parking District	59,627	58,107	61,715	83,599	83,708
Maintenance Assessment Districts	-	-	-	-	-
Street Light Maintenance District	101,050	101,050	101,050	2,466	2,466
Property Based Improvement District	-	-	-	-	-
RDA Successor Agency	110,760	110,849	111,272	19,901	19,997
Other Special Revenue Funds	157,665	150,750	134,539	134,539	135,595
Capital Funds					
General Capital	5,570	3,832	-	-	-
Water and Wastewater Capital	5,249	8,035	-	-	-
Estuary Protection	-	-	-	-	-
Internal Service Funds	6,805,467	707,145	844,216	862,462	854,292
Debt Service	-	-	-	-	-
TOTAL	\$24,018,552	\$18,423,934	\$19,840,254	\$19,570,705	\$19,663,662

GENERAL FUND SUMMARY

The City Council adopted a General Fund revenue budget of \$119,357,227, which is \$851,845 higher than last year's adopted budget. Included in this figure is \$2,439,625 in prior year resources. The General Fund expenditures are balanced with revenues at \$119,357,227 for both on-going and one-time expenditures. The largest expenditure by category is Personnel Services at 65% of the total General Fund Budget.

REVENUES

A description of the top four revenues, which represent approximately 71% of the City's operating revenue budget follows:

EXHIBIT 2.03.01 - GENERAL FUND REVENUES BY CATEGORY

\$ IN MILLIONS	FY 2019-20 ADOPTED
REVENUE AND OTHER RESOURCES BY CATEGORY	
Property Tax	27.3
Sales Tax	27.0
Other Taxes	15.5
Charges for Services	14.5
Other agencies	10.5
Utility Tax	7.9
Licenses and Permits	5.3
Fines and Forfeitures	3.0
Other	3.9
SUBTOTAL REVENUE	\$114.9
Internal Transfers	2.0
Prior Year Resources	2.4
TOTAL REVENUE AND OTHER RESOURCES	\$119.4

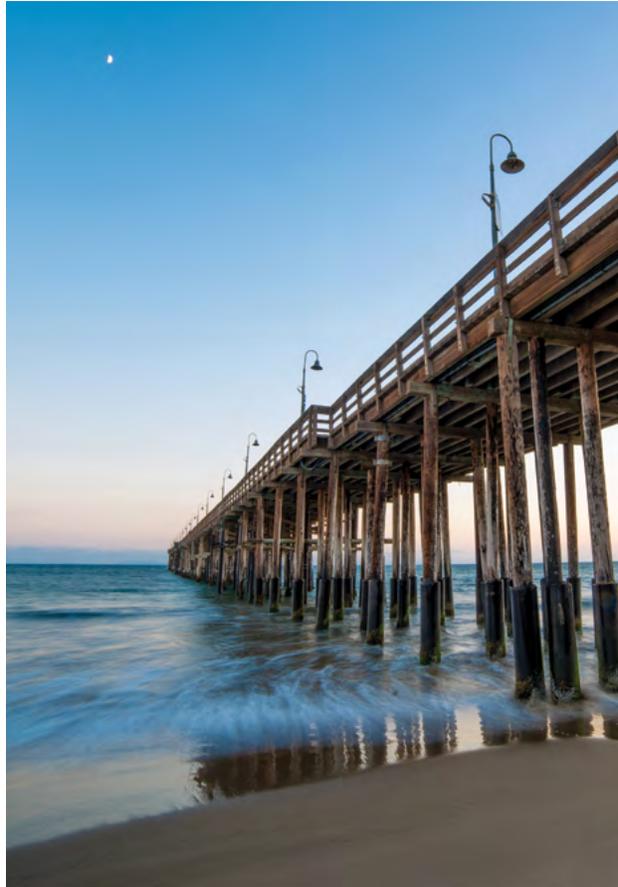


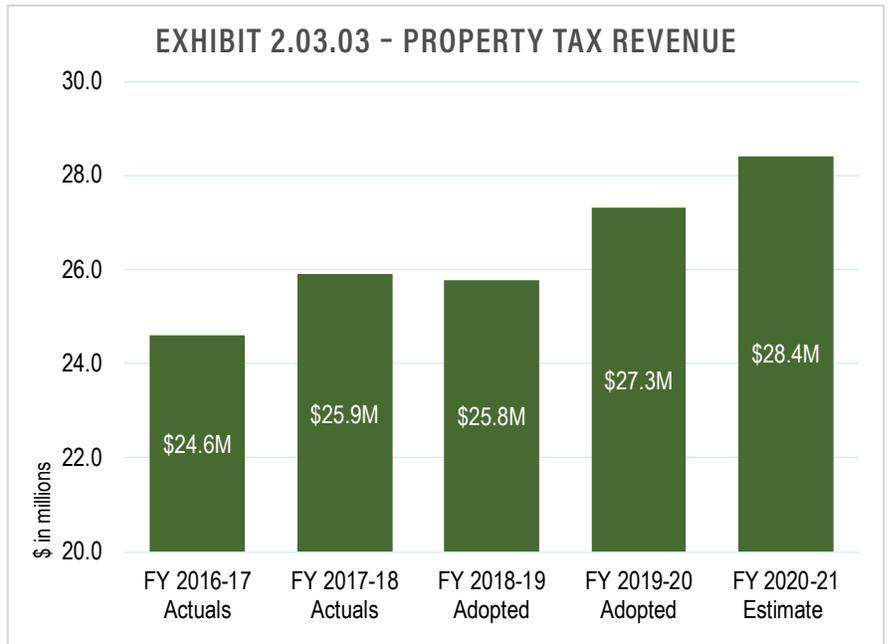
EXHIBIT 2.03.02 - KEY GENERAL FUND REVENUES BY FISCAL YEAR

\$ MILLIONS	FY 2016-17 ACTUALS	FY 2017-18 ACTUALS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
Property Tax	24.6	25.9	25.8	27.3	28.4
Sales Tax	25.0	26.0	26.1	27.0	27.1
Charges for Services	9.4	15.7	15.1	14.5	14.7
Other Agencies	9.8	10.3	9.8	10.5	10.8
Utility Tax	7.7	8.2	7.4	7.9	7.9
Transient Occupancy Tax	5.6	6.7	6.7	6.2	6.3
Licenses and Permits	5.7	4.3	4.6	5.3	4.9
Other Taxes	4.5	4.8	5.0	4.9	5.0
Franchise Fees	3.8	4.5	3.6	4.3	4.4
Fines and Forfeitures	2.1	3.2	2.0	3.0	3.2
Use of Money and Property	1.8	2.3	1.9	1.8	1.9
Other Miscellaneous Revenue	2.5	3.0	2.5	2.1	2.1
SUBTOTAL REVENUES	\$102.5	\$114.9	\$110.3	\$114.9	\$116.7
Internal Transfers	5.9	1.7	1.5	2.0	2.0
Use of Fund Balance	0.0	0.0	6.7	2.4	2.7
TOTAL REVENUES	\$108.3	\$116.6	\$118.5	\$119.4	\$121.4

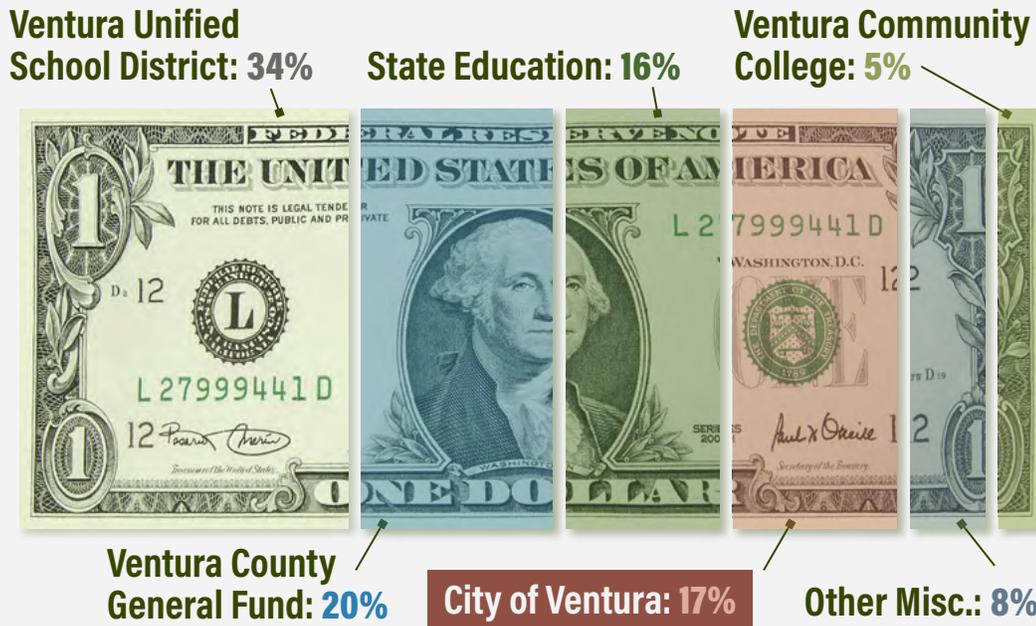
PROPERTY TAX

The City receives approximately 16.7 cents out of every dollar of annual property tax assessment on real and tangible personal property located within its borders. The property tax budget for FY 2019-20 is \$27,307,229.

The FY 2019-20 total revenue budget of \$27,307,229 for property taxes factors a projected increase of 5.5% from FY 2017-18 actuals.



HOW YOUR PROPERTY TAX DOLLAR IS DIVIDED*

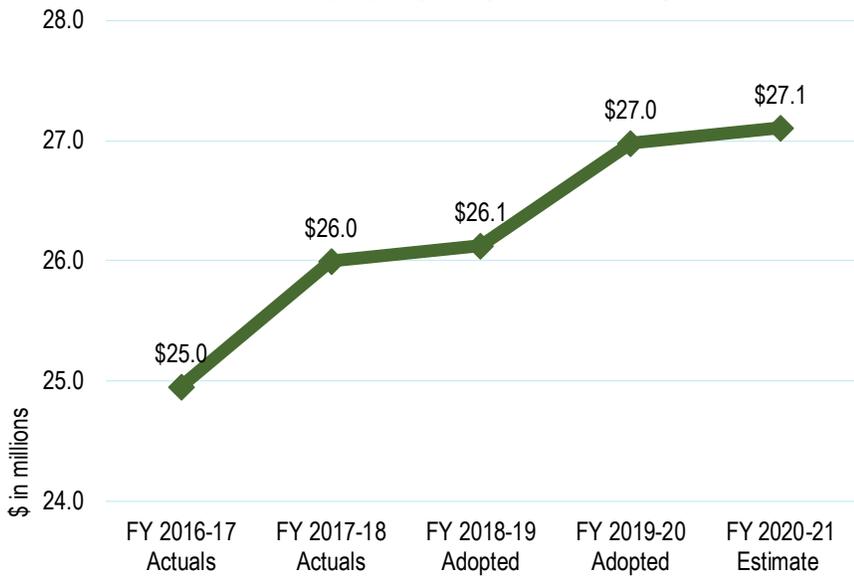


*Based on a typical property tax bill



P: DIANE LE FEVRE

EXHIBIT 2.03.03 - SALES TAX REVENUE



SALES TAX

The City receives less than one cent of the 7.25 cents per dollar statewide sales tax collected from retail sales transactions in the City. All \$26,976,105 of the budgeted sales tax revenue is included in the City's General Fund.

The FY 2019-20 total revenue budget of \$26,976,105 for sales tax factors a projected increase of 3.8% from FY 2017-18 actuals.

HOW YOUR SALES TAX DOLLAR IS DIVIDED*

State General Fund & Local Revenue Fund: 71%

Local Public Safety: 6%



City of Ventura: 19%

Local Transportation: 4%

*Includes Measure O's half-cent transaction and use tax.

OTHER TAXES

The majority of the revenues within Other Taxes comes from Transient Occupancy Tax (TOT) (\$6,230,000) and Franchise Fees (\$4,319,019). The remaining revenues come from cardroom taxes (\$2,075,000), business license (\$1,850,000), and other miscellaneous taxes (\$992,000).

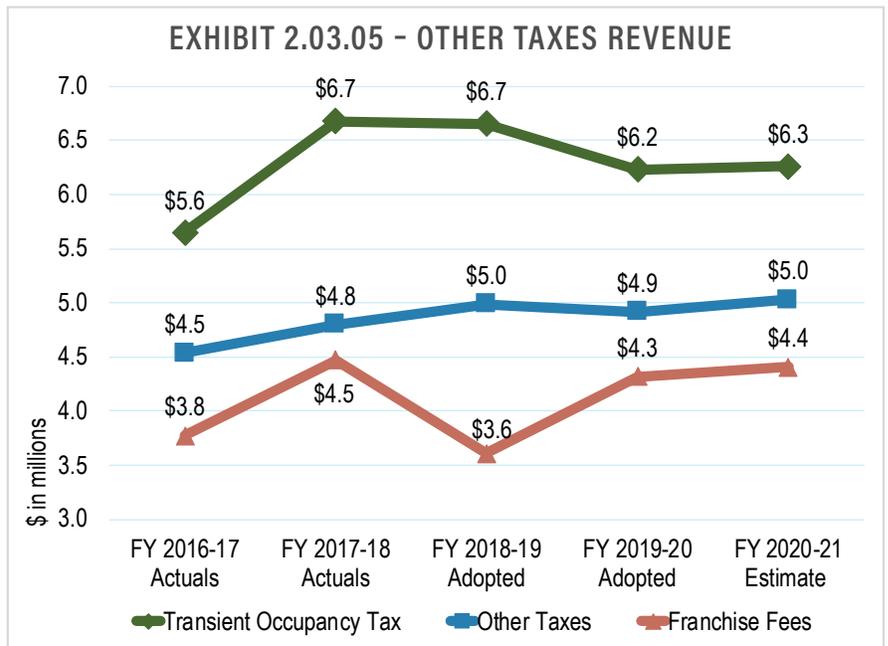
The TOT is levied for the privilege of occupying a room or other living space in a hotel, motel, or other tourist

housing. The FY 2019-20 adopted budget includes increased anticipated revenues for a 40-room expansion at a hotel in the harbor, a new 25-room boutique hotel, and the completion of a remodel that consumed a large portion of one of the City's existing hotels in FY 2018-19.

The Franchise Fee is paid to a municipality to allow use of the public streets and rights-of-way and to operate utilities within that municipality. Most franchise fees

have remained steady over the last four fiscal years except for Solid Waste and Recycling Franchise, which increased approximately 40% due to fee increases approved by the City Council in May 2017.

The Cardroom Tax is a license tax for the privilege of operating a Cardroom within the City and is enacted to raise revenue for municipal purposes. The cardroom revenue has remained relatively flat over the last four fiscal years with a slight uptick that could be a result of the expanded hours at the Player's Casino approved by City Council.



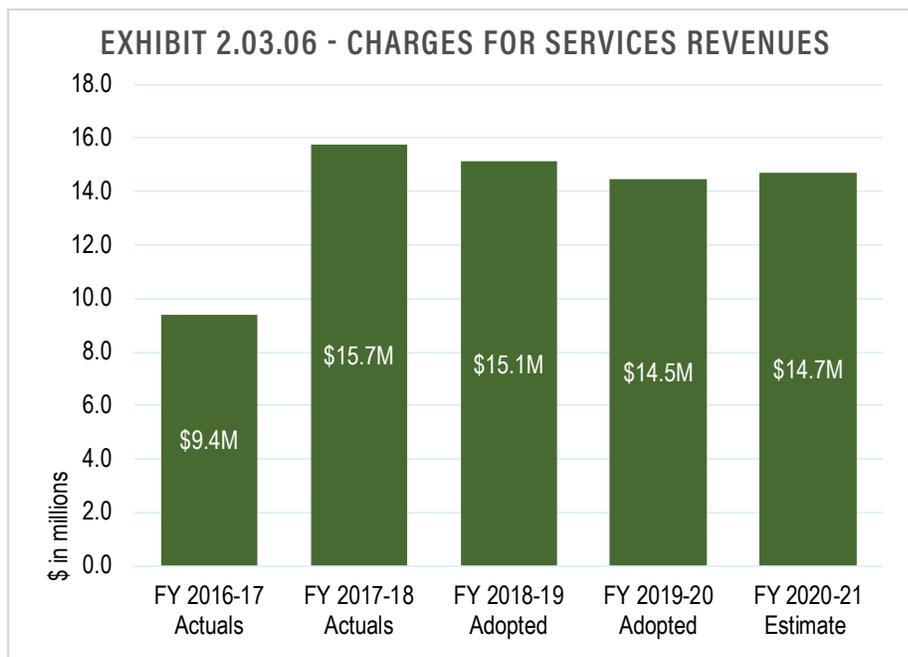
Business Licensing Fees are fees for the privilege of obtaining a legal document that grants one the right to operate a business within the City limits. The FY 2019-20 budget for business license is \$1,850,000 and the remaining \$992,000 in the Other Taxes category is for various miscellaneous taxes.

CHARGES FOR SERVICES

Charges for Services in the General Fund are budgeted at \$14,471,371 for FY 2019-20. The largest source of revenue within Charges for Services comes from Ventura's two golf courses: Buenaventura and Olivas Links. Prior to FY 2017-18, golf revenues and expenditures were housed within a separate fund. Beginning FY 2017-18, however, that fund was merged into the General Fund.

Golf revenues make up \$5,276,700 of the Charges for Services revenue budget.

The second largest component within Charges for Services is an Internal Service charge for Administration that is expensed to other funds and helps cover the expense of citywide administration. The FY 2019-20 budget for administration is \$2,274,183.



EXPENDITURES

EXHIBIT 2.03.07 - GENERAL FUND EXPENDITURES BY DEPARTMENT

\$ IN MILLIONS	FY 2019-20 ADOPTED
EXPENDITURES BY DEPARTMENT	
Police	41.1
Fire	21.0
Parks, Rec & Community Partnerships	19.4
Public Works	10.2
Non-Departmental	8.0
Community Development	7.9
Finance and Technology	4.2
City Manager	3.8
City Attorney	2.3
Human Resources	1.2
City Council	0.3
TOTAL EXPENDITURES	\$119.4



EXHIBIT 2.03.08 - GENERAL FUND EXPENDITURES BY CATEGORY

\$ MILLIONS	FY 2016-17 ACTUALS	FY 2017-18 ACTUALS	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
EXPENDITURES BY CATEGORY					
Personnel Services	66.9	69.1	74.1	77.3	80.6
Services And Supplies	17.0	24.5	20.6	23.3	22.2
Internal Services	11.3	12.1	13.1	12.9	12.9
Capital Outlay	1.6	0.3	0.1	0.1	0.1
SUBTOTAL EXPENDITURES	\$96.8	\$106.1	\$107.8	\$113.5	\$115.9
Non-Operating	1.1	2.9	0.2	0.2	0.2
Reserves And Contingencies	0.0	0.0	7.0	0.3	0.3
Transfers	6.4	8.2	3.5	5.3	5.1
TOTAL EXPENDITURES	\$104.4	\$117.2	\$118.5	\$119.4	\$121.4



PERSONNEL SERVICES

As in prior years, Personnel Services is the largest expenditure within the General Fund. Changes to FTE counts can be found in the Personnel section. This cost is expected to rise as we add new employees, anticipate wage increases, and assume increasing retirement costs.

SERVICES AND SUPPLIES

The next largest expenditure within the General Fund is services and supplies. This category saw its largest increase between FYs 2016-17 and 2017-18, when the Golf fund was absorbed in the General Fund. Since then, costs have continued to increase, but minimally when compared to CPI increases.

GENERAL FUND FINANCIAL OUTLOOK

EXHIBIT 2.03.09

\$ MILLIONS	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE	FY 2021-22 ESTIMATE	FY 2022-23 ESTIMATE	FY 2023-24 ESTIMATE	FY 2024-25 ESTIMATE
Property Tax	27.3	28.4	29.1	29.8	30.6	31.4
Sales Tax	27.0	27.1	27.5	27.9	28.5	29.0
Charges for Services	14.5	14.7	15.2	15.7	16.2	16.8
Other Agencies	10.5	10.8	11.0	11.3	11.5	11.7
Utility Tax	7.9	7.9	8.0	8.0	8.0	8.0
Licenses and Permits	5.3	4.9	4.8	4.8	4.9	5.0
Other Taxes	15.5	15.7	16.0	16.4	16.7	17.0
Fines and Forfeitures	3.0	3.2	3.2	3.3	3.4	3.4
Use of Money and Property	1.8	1.9	1.9	1.9	1.9	2.0
Other Miscellaneous Revenue	2.1	2.1	2.1	2.1	2.2	2.2
SUBTOTAL REVENUES	\$114.9	\$116.7	\$118.8	\$121.2	\$123.8	\$126.6
Internal Transfers	2.0	2.0	2.1	2.1	2.2	2.3
Use of Fund Balance	2.4	2.7	2.7	2.9	2.4	1.8
TOTAL REVENUES	\$119.4	\$121.4	\$123.5	\$126.2	\$128.4	\$130.6

\$ MILLIONS	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE	FY 2021-22 ESTIMATE	FY 2022-23 ESTIMATE	FY 2023-24 ESTIMATE	FY 2024-25 ESTIMATE
EXPENDITURES BY CATEGORY						
Personnel Services	77.3	80.6	83.0	85.0	86.5	88.1
Services And Supplies	23.3	22.2	22.7	23.1	23.5	23.8
Internal Services	12.9	12.9	13.2	13.5	13.7	14.0
Capital Outlay	0.1	0.1	0.0	0.0	0.0	0.0
SUBTOTAL EXPENDITURES	\$113.5	\$115.9	\$118.8	\$121.5	\$123.7	\$125.9
Non-Operating	0.2	0.2	0.1	0.1	0.1	0.1
Reserves And Contingencies	0.3	0.3	0.3	0.3	0.3	0.3
Transfers	5.3	5.1	4.3	4.3	4.3	4.3
TOTAL EXPENDITURES	\$119.4	\$121.4	\$123.5	\$126.2	\$128.4	\$130.6

ESTIMATED AVAILABLE FUND BALANCE	\$12.8	\$10.1	\$7.4	\$4.5	\$2.1	\$0.3
---	---------------	---------------	--------------	--------------	--------------	--------------

Note: This financial outlook supersedes the version presented in April 2019 and includes updated financial assumptions.





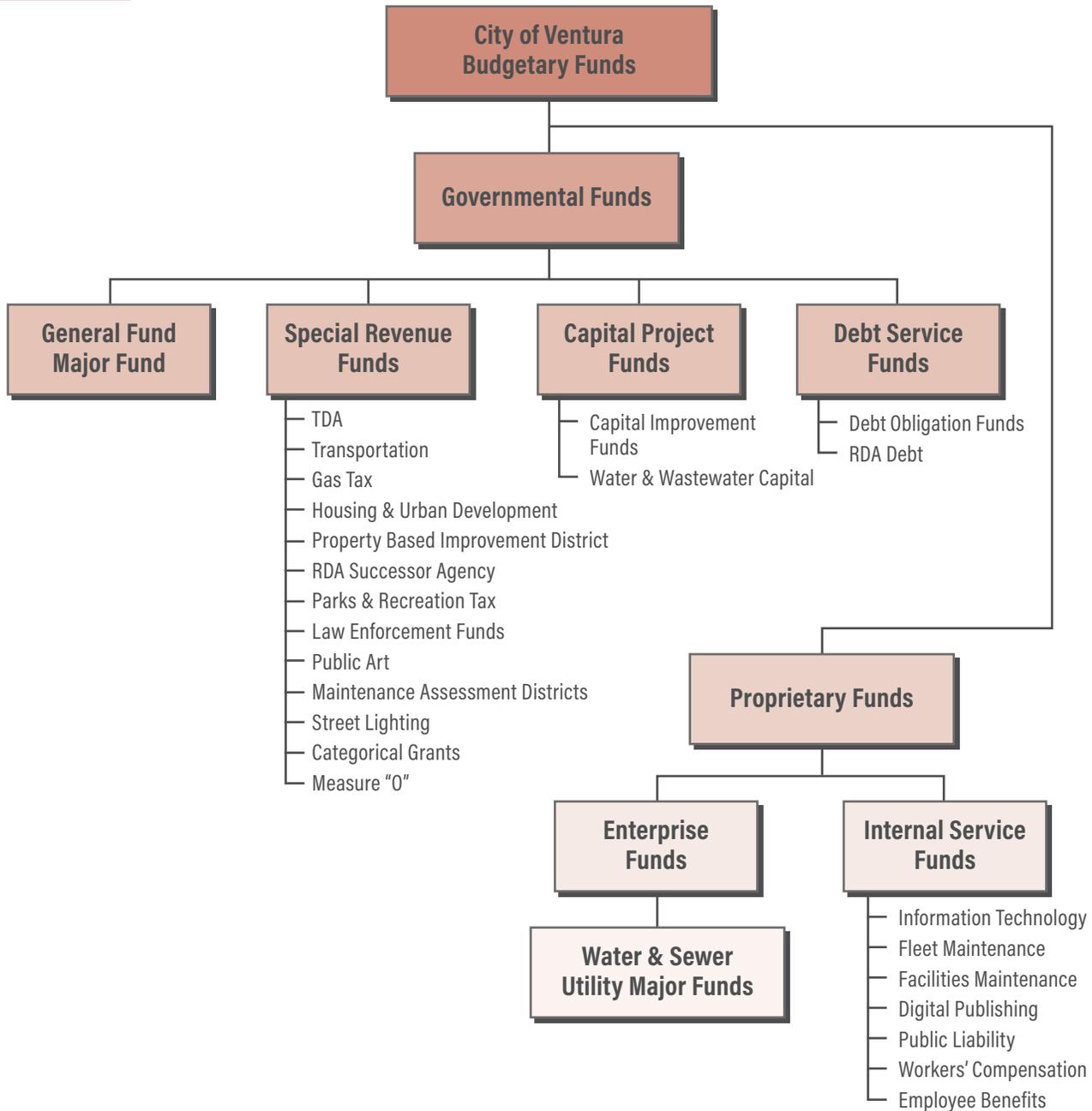
INDIVIDUAL FUND SUMMARIES

An aerial photograph of a coastal town and marina, overlaid with a semi-transparent red filter. The image shows a large marina filled with numerous sailboats, a residential area with many houses, and a beach area. The town is situated on a peninsula or a narrow strip of land, with a large body of water to the right. The overall scene is captured from a high angle, providing a comprehensive view of the coastal development.

INDIVIDUAL FUND SUMMARIES

INDIVIDUAL FUND SUMMARIES

FUND STRUCTURE



FUND DESCRIPTIONS

The city is organized into 34 individual funds, which must all be balanced such that the expenditures do not exceed the revenues. The funds are further broken into two types of funds: Governmental and Proprietary.

The City has worked to maintain high levels of service offered to its citizens. With concerns of an aging infrastructure and focus on maintaining superior public safety, the citizens of Ventura passed ballot Measure 0 on November 8, 2016 adding a one-half percent transaction and use tax for purchases made within the City boundary limits. Revenues and expenditures for Measure 0 have been placed into a separate fund for ease of tracking and reporting. Schedules throughout this section may contain small mathematical variances due to rounding.

GOVERNMENTAL FUNDS

1. **General Fund** - The General Fund was established to account for the sources and uses of financial resources traditionally associated with governments which are not required to be accounted for in another fund.
2. **Special Revenue Funds** - Special Revenue Funds are used to account for, and report proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.
 - A. **Transportation Development Act Fund** - This fund is used to account for the planning and construction of bicycle and pedestrian facilities and for the development and support of public transportation needs.
 - B. **Transportation Fund** - This fund is used to account for transportation and traffic related projects not funded by the State of California with Gas Tax.
 - C. **Gas Tax Capital Projects Fund** - This fund is used to account for revenue received from the State of California and other sources to be used for street maintenance and improvements only.
 - D. **Parks and Recreation Capital Projects Fund** - This fund is used to account for park and recreation facilities tax revenue to be used for planning, acquisition, improvements, or expansion of public parks, playgrounds, or other recreational facilities.
 - E. **Law Enforcement Funds** - These funds are used to account for safety programs.
 - F. **Public Art Funds** - These funds are used to account for "in the open air" artwork throughout our community and for conservation to protect the public art collection.
 - G. **Maintenance Assessment District Funds** - These funds are used to account for special benefit costs associated to specific property owners.
 - H. **Street Lighting Fund** - This fund is used to account for special assessment collected to pay for the streetlights within designated areas within the city.
 - I. **Measure "O"** - This fund is used to account for funds received from the transaction and use tax approved by voters on November 8, 2016.
 - J. **Categorical Grant Funds** - This fund is used to account for grant and categorical funds awarded directly or passed-through from a federal, state, or other granting agency. This can include funds specifically contracted from another governmental entity
3. **Capital Improvement Projects Funds** - These funds are used to account for financial resources to be used for purchase or construction of major capital improvements (other than those funded through proprietary or special revenue funds).
4. **Debt Service Funds** - Debt Service Funds are used to account for and report on all city debt service.
 - A. **Certificates of Participation (COPs) Debt Obligation & Debt Service Fund** - This fund is used to account for the accumulation of resources and payment of long-term debt, principal and interest, for COP issued by the Public Facilities Financing Authority.
 - B. **Redevelopment Successor Agency Private Purpose Trust Fund** - This fund is used to account for the winding down of the former Redevelopment Agency, including disposition of REAP properties held by the Agency and the repayment of the Successor Agency's outstanding long-term debt.

PROPRIETARY FUNDS

1. Enterprise Funds - Funds established to account for business-type activities.

A. Wastewater Fund - This fund is used to account for all wastewater activities and treatment services provided by the water utility to residents of the City of San Buenaventura, including but not limited to administration, operations, maintenance, laboratory, and debt service.

B. Water Fund - This fund is used to account for all water activities and water treatment services provided by the water utility to residents of the City of San Buenaventura and some residents

of the County. Such activities include, but are not limited to, administration, maintenance, distribution, customer service, production, purification, and debt service.

C. Golf Fund - This fund was used to account for revenues and costs related to the operation of two municipal golf courses for use by the general public. This fund was closed effective June 30, 2017. Golf activities are tracked under the General Fund from FY 2017-18 and forward.

2. Internal Service Funds - These funds are used to account for goods and services provided from one department or agency to other departments or agencies of the City. Costs are reimbursed through monthly billings of actual costs; or, through monthly journal entries based on a pre-determined allocation method. The allocated rates are determined through periodic rate studies performed by City staff and/or consultants.

A. Information Technology Fund - This fund accounts for costs related to the replacement and maintenance of the City's technological infrastructure. In accordance with allocated rates determined by a cost allocation study, costs are recovered through monthly journal entries charged to City departments.

B. Fleet Maintenance Fund - This fund accounts for costs related to operations of the central fleet maintenance system which provides vehicles for all City departments. In accordance with established replacement and maintenance schedules determined by a cost allocation study, costs are recovered through monthly journal entries charged to City departments.

C. Facilities Maintenance Fund - This fund accounts for costs related to providing City facilities' maintenance services to all City departments. A monthly allocation, based on square footage and determined by a cost allocation study, is recovered through monthly journal entries charged to City departments.

D. Digital Publishing Fund - This fund accounts for costs related to printing and reproduction of materials by all City departments. Costs are recovered in two ways: a digital publishing allocation based on Full-Time Equivalent (FTEs)

in each city department; and, a reproduction service fee that is based on usage by respective departments. Costs are recovered through monthly journal entries charged to City departments.

E. Workers' Compensation Fund - This fund accounts for costs and liabilities related to the Workers' Compensation Program. Costs are recovered through the City's payroll process. Worker's compensation rates are determined by job classification and are applied to appropriate salaries each payroll cycle.

F. Employee Benefits Fund - This fund accounts for costs and liabilities related to health, life, dental and disability insurances, retirement costs, taxes, and other miscellaneous benefits paid by the City on behalf of the employees. Administrative costs are recovered through the bi-weekly payroll process, based on the job classification for each Full-Time Equivalent (FTE).

G. Public Liability Fund - This fund accounts for costs of providing public liability insurance coverage, settlements, and litigation costs to operating departments. Based on allocation studies, costs are recovered through monthly journal entries charged to the General Fund and Enterprise funds.

BUDGET CHANGES BY FUND

Changes in budget greater than 10% are explained below.

EXHIBIT 3.01

	FY 2018-19 ADOPTED	CHANGE	FY 2019-20 ADOPTED	% CHANGE	COMMENTS
General Fund	118,505,382	851,845	119,357,227	1%	
Measure O	11,932,160	11,301,840	23,234,000	95%	Increase due to a carry over of \$5.2M from FY 2018-19 projects along with prior year resources of \$4.5M
Water Operations	37,101,947	1,696,081	38,798,028	5%	
Wastewater Operations	23,566,060	(125,705)	23,440,355	-1%	
Special Revenue Funds					
Transportation Development Act	442,584	(84,915)	357,669	-19%	Decrease due to proposed amount of State funding allocation
Transportation	7,646,447	(5,784,447)	1,862,000	-76%	Decrease due to updated CIP Spending Plan
Gas Tax	10,180,416	2,261,324	12,441,740	22%	Increase primarily due to new SB1 fund allocation
Housing and Urban Development	1,309,952	23,381	1,333,333	2%	
Downtown Parking District	1,228,000	3,000	1,231,000	0%	
Maintenance Assessment Districts	728,222	40,813	769,035	6%	
Street Light Maintenance District	1,374,703	(93,948)	1,280,755	-7%	
Property Based Improvement District	446,000	-	446,000	0%	
RDA Successor Agency	1,995,956	144,571	2,140,527	7%	
Other Special Revenue Funds	2,233,473	9,508	2,242,981	0%	
Capital Funds					
General Capital	2,247,262	693,338	2,940,600	31%	Increase due to updated CIP Spending Plan
Water and Wastewater Capital	53,896,500	(14,262,500)	39,634,000	-26%	Decrease due to updated CIP Spending Plan
Estuary Protection	2,438,550	(168,550)	2,270,000	-7%	
Internal Service Funds	26,515,926	(1,523,079)	24,992,847	-6%	
Debt Service	2,697,163	(5,037)	2,692,126	0%	
TOTAL	\$306,486,703	\$(5,022,480)	\$301,464,223		





ESTIMATE OF FUND BALANCE

EXHIBIT 3.02

	ESTIMATED UNASSIGNED BEGINNING FUND BALANCE JUNE 30, 2019	REVENUE & OTHER REQUIREMENTS	EXPENDITURES & OTHER REQUIREMENTS	SURPLUS (DEFICIT)	UNASSIGNED ENDING FUND BALANCE, JUNE 30, 2020
General Fund	15,034,360	116,917,602	119,178,792	(2,261,190)	12,773,170
Measure O	10,975,116	13,501,000	23,234,000	(9,733,000)	1,242,116
Water Operations	87,463,137	38,798,028	38,748,028	50,000	87,513,137
Wastewater Operations	65,386,431	22,357,715	23,440,355	(1,082,640)	64,303,791
Special Revenue Funds					
Transportation Development Act	106,997	332,669	357,669	(25,000)	81,997
Transportation	19,995,386	1,862,000	1,862,000	-	19,995,386
Gas Tax	9,524,832	5,460,142	12,441,740	(6,981,598)	2,543,234
Housing and Urban Development	593,997	1,231,005	1,333,333	(102,328)	491,669
Maintenance Assessment Districts	2,462,089	759,047	769,035	(9,988)	2,452,101
Street Light Maintenance District	9,218	1,280,755	1,280,755	-	9,218
Property Based Improvement District	115,470	446,000	446,000	-	115,470
RDA Successor Agency	6,815,974	2,140,527	2,140,527	-	6,815,974
Other Special Revenue Funds	1,796,300	3,287,181	3,473,981	(186,800)	1,609,500
Capital Funds					
General Capital	9,397,186	870,000	2,940,600	(2,070,600)	7,326,586
Water and Wastewater Capital	59,071,688	3,835,598	39,634,000	(35,798,402)	23,273,286
Estuary Protection	9,924,172	2,270,000	2,270,000	-	9,924,172
Internal Service Funds	550,770	23,783,066	24,992,847	(1,209,781)	(659,011)
Debt Service	3,996,916	2,692,126	2,692,126	-	3,996,916
TOTAL	\$303,220,038	\$241,824,461	\$301,235,788	\$(59,411,327)	\$243,808,711

CITYWIDE FUNDS SUMMARIES

GENERAL FUND

EXHIBIT 3.03.01

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Property Tax	24,614,890	25,894,567	25,768,553	27,307,229	28,415,502
Sales Tax	24,953,883	25,996,135	26,125,758	26,976,105	27,106,436
Utility Tax	7,689,361	8,186,452	7,354,261	7,947,614	7,928,387
Other Taxes	13,959,149	15,946,670	15,250,560	15,466,519	15,695,057
Licenses and Permits	5,737,390	4,347,402	4,564,863	5,289,986	4,885,000
Fines and Forfeitures	2,089,615	3,228,192	1,977,999	3,026,100	3,158,967
Use of Money and Property	1,785,867	2,270,491	1,906,723	1,765,939	1,875,731
Other Agencies	9,760,559	10,286,815	9,777,472	10,540,000	10,828,968
Charges for Services	9,408,301	15,743,674	15,134,170	14,471,371	14,713,719
Other Miscellaneous Revenue	2,452,770	3,027,188	2,458,691	2,143,122	2,064,805
Internal Transfers	5,875,698	1,699,608	1,486,332	1,983,617	2,000,353
Prior Year Resources	-	-	6,700,000	2,439,625	2,692,067
TOTAL REVENUES	\$108,327,483	\$116,627,193	\$118,505,382	\$119,357,227	\$121,364,992
EXPENDITURES BY CATEGORY					
Personnel Services	66,939,819	69,126,402	74,116,233	77,313,840	80,607,976
Services and Supplies	17,024,369	24,522,752	20,560,337	23,272,653	22,214,681
Internal Services	11,308,086	12,130,607	13,104,841	12,860,116	12,942,552
Non-Operating	1,116,089	2,864,200	158,745	178,435	151,375
Debt Service	1,142	1,205	-	-	-
Capital Outlay	1,561,048	322,799	59,851	88,000	88,000
Reserves & Contingencies	2,000	-	7,041,564	300,000	300,000
CIP	-	8,132	-	-	-
Transfers	6,265,342	7,789,148	3,463,811	5,344,183	5,060,408
TOTAL EXPENDITURES	\$104,217,893	\$116,765,245	\$118,505,382	\$119,357,227	\$121,364,992



MEASURE O

EXHIBIT 3.03.02

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Other Taxes	2,579,582	11,501,101	10,810,960	13,500,000	13,500,000
Use of Money and Property	2,957	87,552	-	-	-
Other Miscellaneous Revenue	-	14,719	-	1,000	-
Prior Year Resources	-	-	1,121,200	9,733,000	4,544,359
TOTAL REVENUES	2,582,539	11,603,371	11,932,160	23,234,000	18,044,359
EXPENDITURES BY CATEGORY					
Personnel Services	-	2,139,334	4,001,200	6,094,989	6,276,845
Services and Supplies	-	1,589,571	4,410,960	8,457,178	7,980,141
Internal Services	-	1,477	-	39,125	39,440
Non-Operating	-	70,624	-	-	-
Capital Outlay	-	45,299	150,000	160,000	160,000
Reserves & Contingencies	-	-	250,000	5,357,289	462,514
CIP	-	392,068	3,120,000	3,125,419	3,125,419
Transfers	-	247	-	-	-
TOTAL EXPENDITURES	\$0	\$4,238,621	\$11,932,160	\$23,234,000	\$18,044,359

WATER OPERATIONS

EXHIBIT 3.03.03

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	170,520	313,109	100,000	205,000	205,000
Other Agencies	193,830	797,142	-	-	-
Charges for Services	31,125,063	35,596,082	33,533,374	33,703,800	33,608,800
Other Miscellaneous Revenue	1,091,258	1,447,318	565,346	1,030,000	1,030,000
Internal Transfers	3,708,096	3,353,697	2,903,227	3,859,228	3,859,228
TOTAL REVENUES	\$36,288,767	\$41,507,348	\$37,101,947	\$38,798,028	\$38,703,028
EXPENDITURES BY CATEGORY					
Personnel Services	5,583,907	5,605,731	7,348,772	7,219,960	7,449,149
Services and Supplies	11,801,527	10,876,298	13,461,598	18,805,421	19,050,809
Internal Services	2,881,120	2,969,352	3,067,906	3,171,806	3,181,924
Non-Operating	5,660,624	6,032,943	50,000	50,000	50,000
Debt Service	2,824,735	2,841,510	4,744,288	4,743,528	4,743,528
Capital Outlay	41,367	15,425	90,000	130,000	130,000
Reserves & Contingencies	63,192	-	1,300,000	1,307,592	1,307,592
Transfers	1,598,983	931,342	7,039,383	3,369,721	2,790,026
TOTAL EXPENDITURES	\$30,455,454	\$29,272,601	\$37,101,947	\$38,798,028	\$38,703,028

WASTEWATER OPERATIONS

EXHIBIT 3.03.04

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	12,316	128,925	-	75,000	75,000
Charges for Services	20,863,097	23,432,679	23,546,060	22,132,715	22,132,715
Other Miscellaneous Revenue	26,429	19,511	20,000	150,000	150,000
Internal Transfers	120,422	-	-	-	-
Prior Year Resources	-	-	-	1,082,640	1,184,189
TOTAL REVENUES	\$21,022,263	\$23,581,115	\$23,566,060	\$23,440,355	\$23,541,904
EXPENDITURES BY CATEGORY					
Personnel Services	4,151,723	4,463,193	5,511,115	5,273,984	5,444,814
Services and Supplies	5,224,853	5,954,765	6,781,450	7,833,950	7,544,866
Internal Services	2,158,737	2,083,088	2,297,206	2,279,182	2,284,836
Non-Operating	4,418,174	4,314,788	-	-	-
Debt Service	1,714,928	1,688,200	2,503,575	2,503,275	2,503,275
Capital Outlay	187,612	204,497	125,000	525,000	125,000
Reserves & Contingencies	-	-	500,000	578,913	578,913
Transfers	4,051,971	3,841,981	5,847,714	4,446,051	5,060,200
TOTAL EXPENDITURES	\$21,907,997	\$22,550,512	\$23,566,060	\$23,440,355	\$23,541,904

SPECIAL REVENUE FUNDS

EXHIBIT 3.03.05 - TRANSPORTATION DEVELOPMENT ACT

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	10,293	4,624	2,000	2,000	2,000
Other Agencies	216,882	218,432	327,675	330,669	335,264
Other Miscellaneous Revenue	-	546	-	-	-
Prior Year Resources	-	-	112,909	25,000	26,275
TOTAL REVENUES	\$227,175	\$223,602	\$442,584	\$357,669	\$363,539
EXPENDITURES BY CATEGORY					
Personnel Services	36,355	54,763	39,120	41,230	42,656
Services and Supplies	209,942	275,854	277,320	215,295	218,525
Internal Services	8,108	82,097	101,144	101,144	102,358
Non-Operating	5,043	(0)	-	-	-
CIP	-	150,000	-	-	-
Transfers	93,111	8,895	25,000	-	-
TOTAL EXPENDITURES	\$352,559	\$571,610	\$442,584	\$357,669	\$363,539

EXHIBIT 3.03.06 - TRANSPORTATION

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Other Taxes	3,366,976	1,239,260	1,200,000	1,300,000	1,300,000
Use of Money and Property	246,410	270,349	-	250,000	250,000
Other Miscellaneous Revenue	468,120	38,673	745,757	250,000	250,000
Internal Transfers	39,627	62,510	-	62,000	62,000
Prior Year Resources	-	-	5,700,690	-	-
TOTAL REVENUES	\$4,121,133	\$1,610,792	\$7,646,447	\$1,862,000	\$1,862,000
EXPENDITURES BY CATEGORY					
Personnel Services	155,953	153,408	-	-	-
Services and Supplies	423	14,521	-	-	-
Internal Services	2,395	601	-	-	-
Non-Operating	127,803	240,982	-	-	-
Reserves & Contingencies	-	-	-	1,112,000	1,112,000
CIP	824,551	598,308	7,646,447	750,000	750,000
TOTAL EXPENDITURES	\$1,111,124	\$1,007,820	\$7,646,447	\$1,862,000	\$1,862,000

EXHIBIT 3.03.07 - GAS TAX

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	118,900	108,058	90,000	110,000	110,000
Other Agencies	2,700,917	3,884,696	5,085,786	5,125,142	5,125,142
Other Miscellaneous Revenue	33,970	41,936	-	-	-
Internal Transfers	93,111	38,445	95,000	225,000	225,000
Prior Year Resources	-	-	4,909,630	6,981,598	7,134,486
TOTAL REVENUES	\$2,946,898	\$4,073,136	\$10,180,416	\$12,441,740	\$12,594,628
EXPENDITURES BY CATEGORY					
Personnel Services	340,352	211,675	10,000	10,000	10,225
Services and Supplies	274,495	182,972	301,393	10,182,472	10,335,135
Internal Services	1,767	786	-	-	-
Non-Operating	172,013	96,412	-	-	-
Capital Outlay	1,685	-	-	-	-
CIP	1,964,521	3,471,840	9,814,955	2,195,200	2,195,200
Transfers	270,857	356,418	54,068	54,068	54,068
TOTAL EXPENDITURES	\$3,025,689	\$4,320,103	\$10,180,416	\$12,441,740	\$12,594,628





EXHIBIT 3.03.08 - HOUSING AND URBAN DEVELOPMENT

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	9,205	16,768	-	-	-
Other Agencies	712,982	464,974	1,307,035	1,231,005	1,231,005
Other Miscellaneous Revenue	-	2,430	-	-	-
Internal Transfers	2,475	-	-	-	-
Prior Year Resources	-	-	2,917	102,328	123,489
TOTAL REVENUES	\$724,662	\$484,173	\$1,309,952	\$1,333,333	\$1,354,494
EXPENDITURES BY CATEGORY					
Personnel Services	179,003	191,579	164,146	163,732	169,111
Services and Supplies	575,948	297,108	1,129,441	1,043,236	1,058,889
Internal Services	15,438	16,157	16,365	16,365	16,494
Non-Operating	4,213	168,855	-	-	-
CIP	-	-	-	110,000	110,000
TOTAL EXPENDITURES	\$774,603	\$673,700	\$1,309,952	\$1,333,333	\$1,354,494

EXHIBIT 3.03.09 - DOWNTOWN PARKING DISTRICT

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Licenses and Permits	618,861	581,530	625,500	625,500	646,856
Use of Money and Property	631,376	611,435	602,500	605,500	605,500
Other Miscellaneous Revenue	3,679	1,375	-	-	-
Internal Transfers	952	-	-	-	-
TOTAL REVENUES	\$1,254,868	\$1,194,340	\$1,228,000	\$1,231,000	\$1,252,356
EXPENDITURES BY CATEGORY					
Personnel Services	516,882	500,210	501,628	581,589	598,372
Services and Supplies	221,821	236,356	436,975	298,625	303,089
Internal Services	59,627	58,107	61,715	83,599	83,708
Non-Operating	25,162	11,311	-	-	-
Debt Service	306,271	81,794	81,800	81,800	81,800
Capital Outlay	64,152	454,773	47,000	25,000	25,000
Reserves & Contingencies	-	-	98,882	160,387	160,387
TOTAL EXPENDITURES	\$1,193,915	\$1,342,550	\$1,228,000	\$1,231,000	\$1,252,356

EXHIBIT 3.03.10 - MAINTENANCE ASSESSMENT DISTRICTS

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Property Tax	615	1,067	-	-	-
Use of Money and Property	29,443	31,409	-	-	-
Charges for Services	739,900	763,280	719,144	726,538	737,447
Other Miscellaneous Revenue	656	4,550	-	32,509	32,996
Prior Year Resources	-	-	9,078	9,988	10,138
TOTAL REVENUES	\$770,614	\$800,306	\$728,222	\$769,035	\$780,581
EXPENDITURES BY CATEGORY					
Personnel Services	36,357	30,514	-	-	-
Services and Supplies	411,134	568,104	445,639	446,659	453,369
Non-Operating	16,159	27,455	-	-	-
Reserves & Contingencies	-	-	184,004	220,773	224,085
Transfers	65,729	118,913	98,579	101,603	103,127
TOTAL EXPENDITURES	\$529,379	\$744,987	\$728,222	\$769,035	\$780,581

EXHIBIT 3.03.11 - STREET LIGHT MAINTENANCE DISTRICT

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Property Tax	9,332	2,011	2,000	2,000	2,000
Use of Money and Property	494	1,104	500	500	500
Charges for Services	870,550	872,994	874,255	874,126	893,300
Internal Transfers	417,235	422,175	497,948	404,129	404,129
TOTAL REVENUES	\$1,297,612	\$1,298,285	\$1,374,703	\$1,280,755	\$1,299,929
EXPENDITURES BY CATEGORY					
Personnel Services	-	421	-	-	-
Services and Supplies	1,184,092	1,214,178	1,273,653	1,278,289	1,297,463
Internal Services	101,050	101,050	101,050	2,466	2,466
TOTAL EXPENDITURES	\$1,285,142	\$1,315,649	\$1,374,703	\$1,280,755	\$1,299,929



EXHIBIT 3.03.12 - PROPERTY BASED IMPROVEMENT DISTRICT

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Property Tax	1,821	673	800	800	-
Use of Money and Property	463	749	200	200	200
Charges for Services	572,817	492,293	445,000	445,000	959,497
Other Miscellaneous Revenue	-	81	-	-	-
TOTAL REVENUES	\$575,101	\$493,796	\$446,000	\$446,000	\$959,697
EXPENDITURES BY CATEGORY					
Services and Supplies	458,857	526,113	446,000	446,000	959,697
Non-Operating	-	387	-	-	-
TOTAL EXPENDITURES	\$458,857	\$526,499	\$446,000	\$446,000	\$959,697

EXHIBIT 3.03.13 - RDA SUCCESSOR AGENCY

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	61,499	92,284	52,329	1,779	1,779
Other Miscellaneous Revenue	2,330,418	2,048,197	1,942,984	2,138,748	2,147,624
Prior Year Resources	-	-	643	-	-
TOTAL REVENUES	\$2,391,917	\$2,140,482	\$1,995,956	\$2,140,527	\$2,149,403
EXPENDITURES BY CATEGORY					
Personnel Services	78,512	95,842	132,508	133,868	138,267
Services and Supplies	56,203	47,785	282,344	626,877	631,258
Internal Services	110,760	110,849	111,272	19,901	19,997
Non-Operating	2,000,000	3,742	-	-	-
Debt Service	1,164,802	1,104,780	1,469,832	1,359,881	1,359,881
Transfers	210,000	-	-	-	-
TOTAL EXPENDITURES	\$3,620,277	\$1,362,998	\$1,995,956	\$2,140,527	\$2,149,403



EXHIBIT 3.03.14 - OTHER SPECIAL REVENUE FUNDS

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Property Tax	246,804	251,762	-	-	-
Use of Money and Property	1,828	6,333	26	26	26
Other Agencies	642,717	1,856,820	301,515	339,735	349,883
Charges for Services	606,328	1,992,517	721,454	691,420	709,256
Other Miscellaneous Revenue	978,186	2,310,613	915,000	1,025,000	1,025,000
Internal Transfers	1,156,585	(434,617)	-	-	-
Prior Year Resources	-	-	295,478	186,800	216,499
TOTAL REVENUES	\$3,632,448	\$5,983,427	\$2,233,473	\$2,242,981	\$2,300,664
EXPENDITURES BY CATEGORY					
Personnel Services	2,173,637	2,624,694	1,588,062	1,605,164	1,654,273
Services and Supplies	1,190,021	3,031,292	510,872	503,278	510,796
Internal Services	157,665	150,750	134,539	134,539	135,595
Non-Operating	3,505	15,164	-	-	-
Debt Service	-	55	-	-	-
Capital Outlay	12,018	183,265	-	-	-
TOTAL EXPENDITURES	\$3,536,845	\$6,005,222	\$2,233,473	\$2,242,981	\$2,300,664

CAPITAL FUNDS

EXHIBIT 3.03.15 - GENERAL CAPITAL

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Other Taxes	2,075,624	662,211	550,000	400,000	400,000
Use of Money and Property	1,100,440	165,193	50,000	100,000	100,000
Other Agencies	421,050	815,092	-	-	-
Other Miscellaneous Revenue	102,295	23,611	100,000	100,000	100,000
Internal Transfers	106,254	35,040	274,300	270,000	270,000
Prior Year Resources	-	-	1,272,962	2,070,600	2,071,248
TOTAL REVENUES	\$3,805,664	\$1,701,148	\$2,247,262	\$2,940,600	\$2,941,248
EXPENDITURES BY CATEGORY					
Personnel Services	39,528	34,908	10,000	-	-
Services and Supplies	987,589	88,860	48,000	43,000	43,648
Internal Services	5,570	3,832	-	-	-
Non-Operating	98,382	148,249	-	-	-
Reserves & Contingencies	-	-	403,500	1,500	1,500
CIP	668,310	1,937,254	1,785,762	2,896,100	2,896,100
Transfers	-	403	-	-	-
TOTAL EXPENDITURES	\$1,799,379	\$2,213,506	\$2,247,262	\$2,940,600	\$2,941,248

WATER AND WASTEWATER CAPITAL

EXHIBIT 3.03.16

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	1,168,179	1,287,303	810,000	525,000	525,000
Other Agencies	-	37,534	-	-	-
Charges for Services	2,630,126	1,739,248	1,100,000	-	-
Other Miscellaneous Revenue	253,743	455,278	-	-	-
Internal Transfers	133,335	175,407	9,580,185	3,310,598	3,329,840
Prior Year Resources	-	-	42,406,315	35,798,402	35,779,160
TOTAL REVENUES	\$4,185,383	\$3,694,769	\$53,896,500	\$39,634,000	\$39,634,000
EXPENDITURES BY CATEGORY					
Personnel Services	1,530,802	991,349	-	-	-
Services and Supplies	310,305	310,688	-	-	-
Internal Services	5,249	8,035	-	-	-
Non-Operating	403,207	870,778	-	-	-
CIP	13,832,675	5,292,947	52,896,500	38,165,000	38,165,000
Transfers	133,335	175,407	1,000,000	1,469,000	1,469,000
TOTAL EXPENDITURES	\$16,215,574	\$7,649,205	\$53,896,500	\$39,634,000	\$39,634,000

ESTUARY PROTECTION

EXHIBIT 3.03.17

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	57,297	86,967	20,000	20,000	20,500
Charges for Services	1,939,162	2,200,614	2,418,550	2,250,000	2,306,250
Other Miscellaneous Revenue	-	13,228	-	-	-
TOTAL REVENUES	\$1,996,459	\$2,300,809	\$2,438,550	\$2,270,000	\$2,326,750
EXPENDITURES BY CATEGORY					
Services and Supplies	-	598	-	-	-
Non-Operating	40,369	76,356	-	-	-
Reserves & Contingencies	-	-	2,438,550	2,270,000	2,326,750
TOTAL EXPENDITURES	\$40,369	\$76,954	\$2,438,550	\$2,270,000	\$2,326,750





INTERNAL SERVICE FUNDS

EXHIBIT 3.03.18

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	101,584	285,517	75,856	47,000	47,699
Other Agencies	-	2,445,015	-	-	-
Charges for Services	24,221,410	20,262,378	20,986,969	21,422,630	21,711,930
Other Miscellaneous Revenue	1,324,345	1,725,887	253,413	307,357	111,505
Internal Transfers	4,890,205	563,886	55,151	2,006,079	1,722,236
Prior Year Resources	-	-	5,144,537	1,209,781	1,387,551
TOTAL REVENUES	\$30,537,544	\$25,282,684	\$26,515,926	\$24,992,847	\$24,980,921
EXPENDITURES BY CATEGORY					
Personnel Services	5,654,242	7,100,487	5,790,352	6,103,342	6,292,098
Services and Supplies	12,301,836	21,514,220	15,756,848	15,077,534	14,935,022
Internal Services	6,805,467	707,145	844,216	862,462	854,292
Non-Operating	1,312,457	1,519,406	-	-	-
Debt Service	3,689	2,187	1,219	1,219	1,219
Capital Outlay	3,212,349	1,408,916	3,143,000	2,401,000	2,401,000
Reserves & Contingencies	-	-	925,140	527,139	477,139
Transfers	8,374,086	219,212	55,151	20,151	20,151
TOTAL EXPENDITURES	\$37,664,126	\$32,471,574	\$26,515,926	\$24,992,847	\$24,980,921

DEBT SERVICE

EXHIBIT 3.03.19

	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
REVENUES BY CATEGORY					
Use of Money and Property	22,729	17,113	5,600	8,000	8,053
Internal Transfers	6,205,075	2,161,417	2,691,563	2,684,126	2,684,194
TOTAL REVENUES	\$6,227,803	\$2,178,530	\$2,697,163	\$2,692,126	\$2,692,247
EXPENDITURES BY CATEGORY					
Services and Supplies	9,000	-	12,000	8,000	8,121
Debt Service	4,951,702	2,771,850	2,685,163	2,684,126	2,684,126
TOTAL EXPENDITURES	\$4,960,702	\$2,771,850	\$2,697,163	\$2,692,126	\$2,692,247

PAGE INTENTIONALLY LEFT BLANK





DEPARTMENT SUMMARIES





DEPARTMENT SUMMARIES

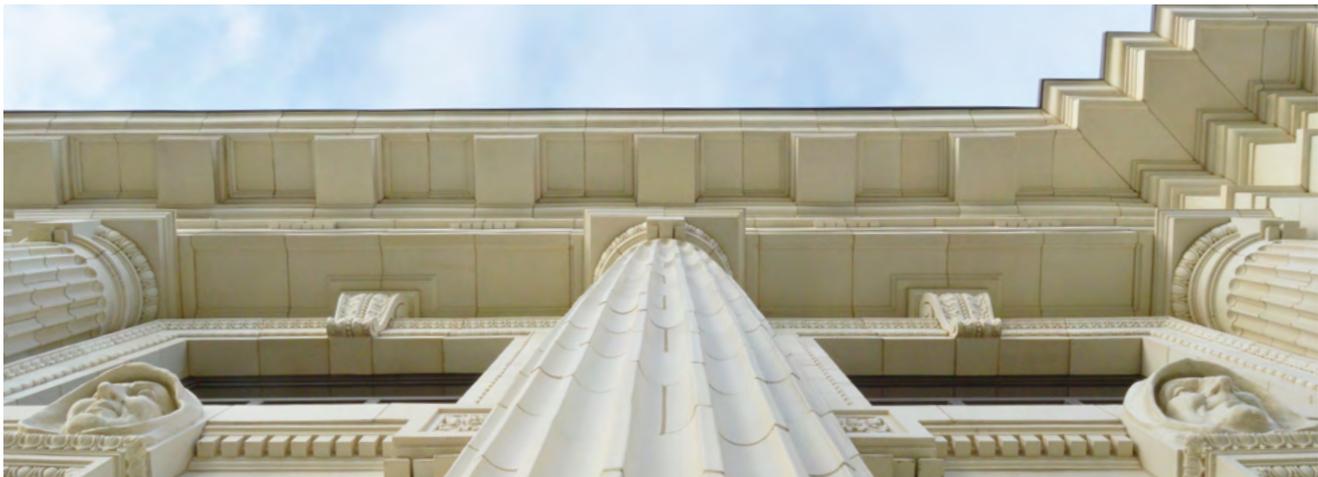
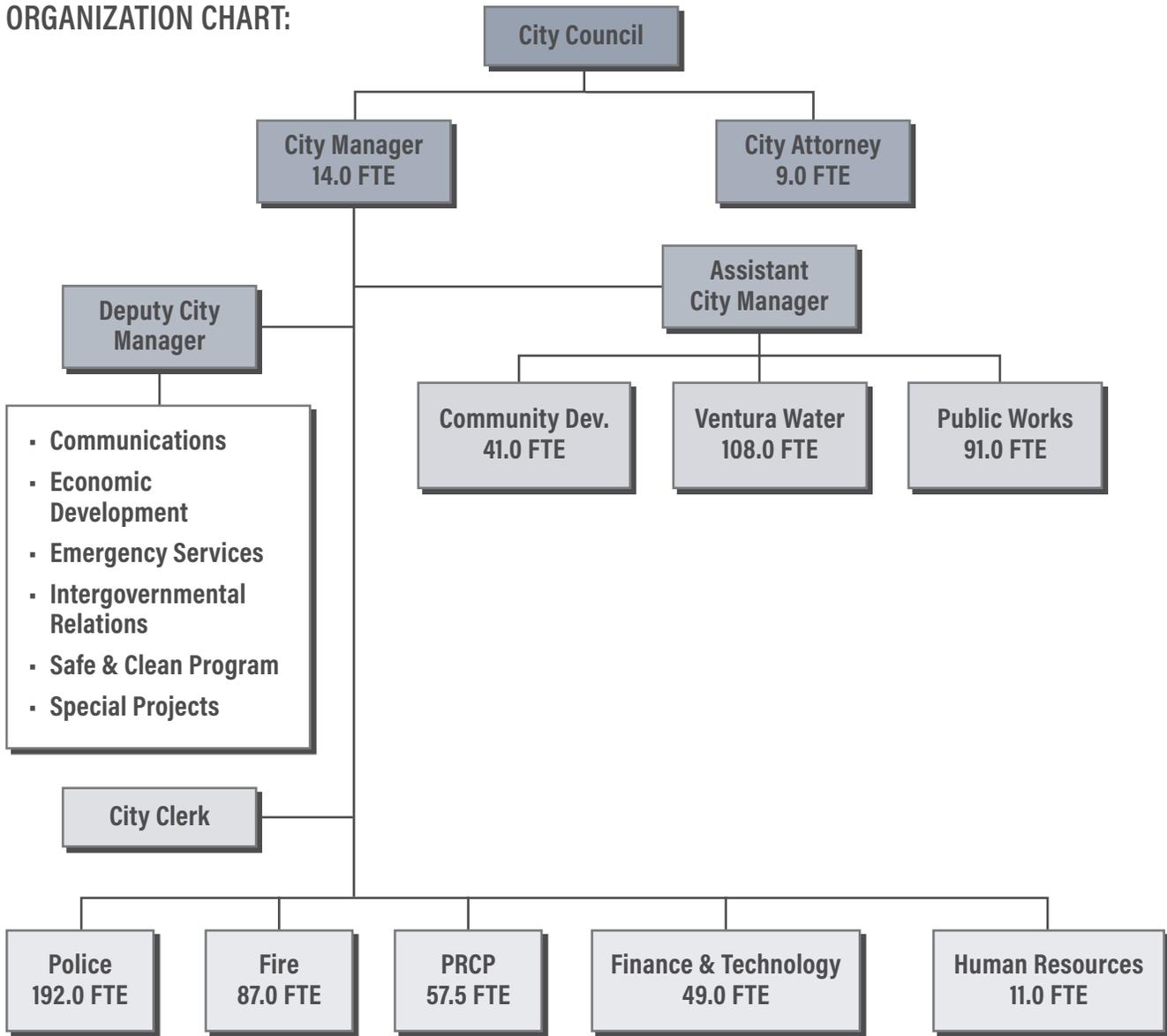
SAN BUENAVENTURA CITY HALL

801

DEPARTMENT SUMMARIES

Schedules throughout this section may contain small mathematical variances due to rounding.

ORGANIZATION CHART:



LINKING CITY COUNCIL GOALS TO DEPARTMENT GOALS

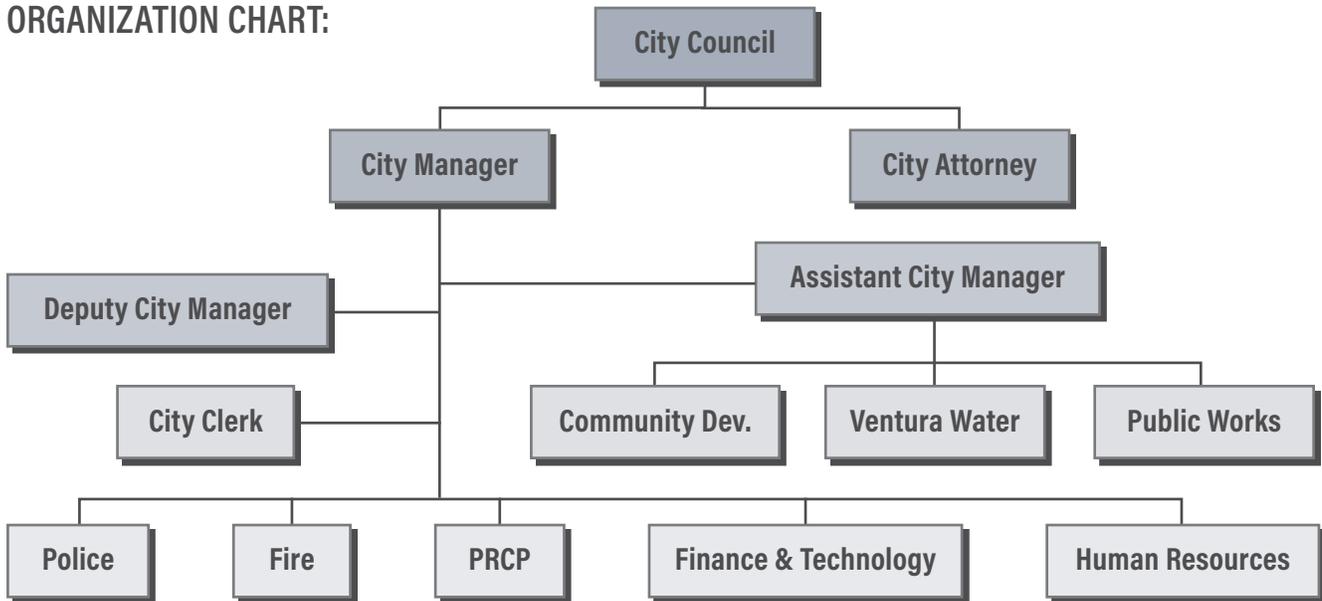
The following chart represents City Council's FY 2019-20 city-wide goals and objectives and links them with the department(s) responsible for carrying out these priorities, along with a description of the department's goals.

	GOAL	ESSENTIAL PRIORITIES	RESPONSIBLE DEPARTMENT(S)
1	Reinitiate the General Plan Update	<ul style="list-style-type: none"> Complete background & technical studies to identify immediate needs Perform economic base study Perform housing element/wet utilities analysis Complete CEQA requirements on Vehicle Miles Traveled Identify housing elements/state mandates Develop scope of work from Council direction 	Community Development & City Manager's Office
2	Create an Economic Development Strategy	<ul style="list-style-type: none"> Using the economic base study from above, develop the economic development strategy 	City Manager's Office
3	Develop a Coastal Area Strategy	<ul style="list-style-type: none"> Define physical limits of coastal area Develop scope of work presentation to Council Identify new opportunities 	Parks, Recreation, & Community Partnerships
4	Stabilize and Strengthen the Organization	<ul style="list-style-type: none"> Reorganize the City Manager's office Complete hiring the management team Complete an employee engagement survey Focus on delivery of core services Reorganize departments and reporting relationships 	City Manager's Office
5	Invest in Beautifying the Community	<ul style="list-style-type: none"> Identify opportunities along with the implementation of the Capital Plan 	Public Works
6	Open a year-round Homeless Shelter	<ul style="list-style-type: none"> Lease property from County Establish oversight with the City of Oxnard Sign contract with service providers to manage the shelter Complete construction to modify existing building and furnish 	City Manager's Office



CITY COUNCIL

ORGANIZATION CHART:



In November 2018, the Ventura City Council successfully transitioned from at-large to district-based elections. The 2018 Election elected Councilmembers to Districts 1, 4, 5 & 6. Elections for Districts 2, 3, & 7 will be held in November 2020.

In the FY 2018-19 fiscal year, Council filled the vacant City Manager position and identified Council goals and budget principles for the upcoming FY 2019-20 year.

EXHIBIT 4.01A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	198,996	212,808	268,364	282,700	286,307
TOTAL EXPENDITURES		\$198,996	\$212,808	\$268,364	\$282,700	\$286,307

EXHIBIT 4.01B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	75,961	77,358	76,061	76,660	78,127
520	Services And Supplies	95,118	107,769	110,718	124,455	126,219
560	Internal Services	25,917	27,682	31,585	31,585	31,961
750	Reserves & Contingencies	2,000	-	50,000	50,000	50,000
TOTAL EXPENDITURES		\$198,996	\$212,808	\$268,364	\$282,700	\$286,307

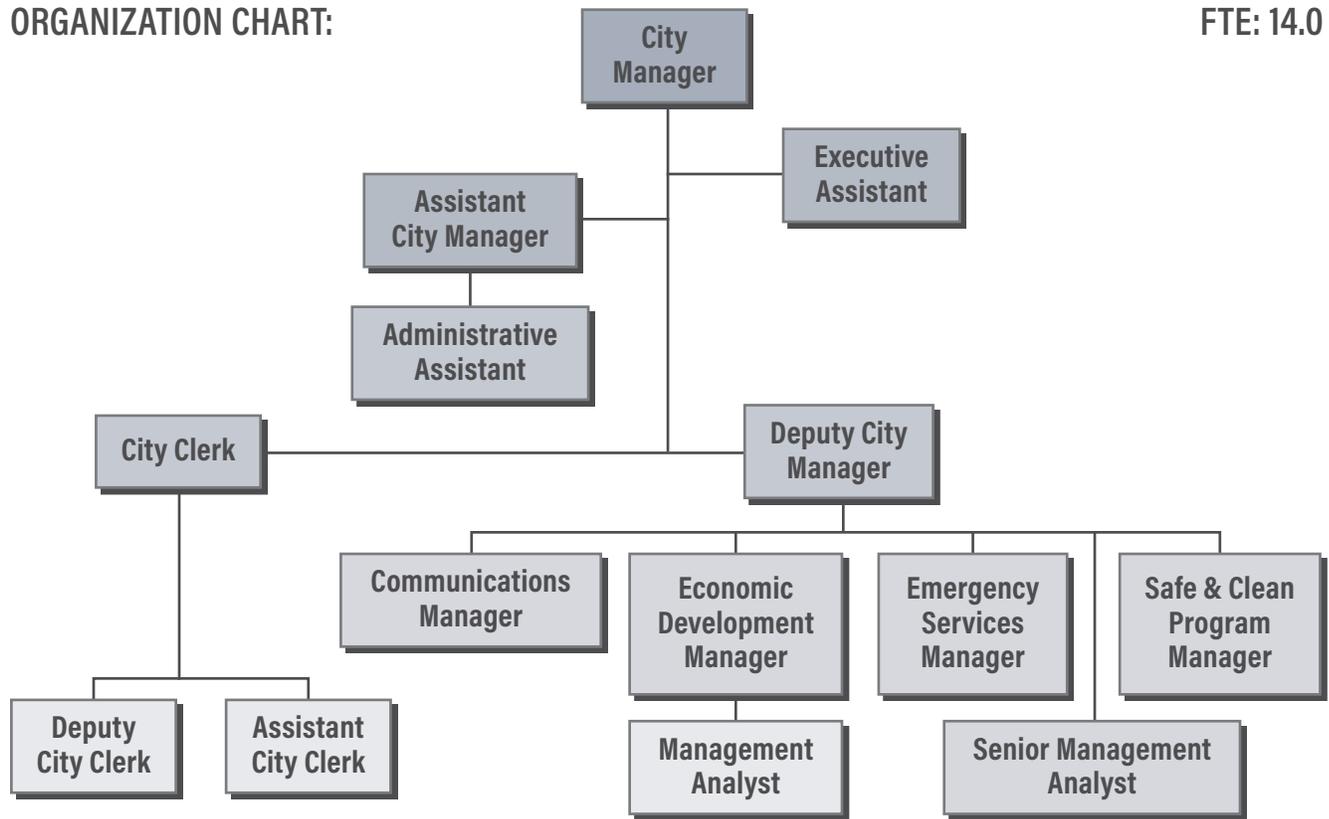
EXHIBIT 4.01C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10100	City Council	198,996	212,808	268,364	282,700	286,307
GENERAL FUND (01)		198,996	212,808	268,364	282,700	286,307
TOTAL EXPENDITURES		\$198,996	\$212,808	\$268,364	\$282,700	\$286,307

CITY MANAGER

ORGANIZATION CHART:

FTE: 14.0



Under the Charter adopted by the citizens of Ventura in 1934, the City Manager is the administrative head of the City government “responsible to the City Council for the administration of all City affairs” including preparing the annual budget and ensuring the effective implementation of the City Council’s policies and priorities. The City Manager advises the City Council on strategic direction for the City and provides overall organizational leadership to ensure a customer-centric workforce. The Office of the City Manager coordinates all interdepartmental assignments, intergovernmental relations, special projects, media relations, and many other aspects necessary to effectively and efficiently run our City.

The City Manager’s department will see significant changes in FY 2019-20. This budget is inclusive of some administrative changes which include adding a new Emergency Services Manager position, moving economic development (including an economic development manager and a management analyst) from Community Development to the City Manager’s office and moving the safe and clean manager from Parks, Recreation, & Community Partnerships to the City Manager’s office.



P: DONNA GRANATA

EXHIBIT 4.02A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	3,146,300	1,657,710	1,984,193	3,753,707	3,767,059
05	Measure O-Transaction And Use Tax	-	-	-	1,423,752	991,578
TOTAL EXPENDITURES		\$3,146,300	\$1,657,710	\$1,984,193	\$5,177,459	\$4,758,637

EXHIBIT 4.02B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	1,639,266	1,321,813	1,636,441	2,219,650	2,317,226
520	Services And Supplies	1,173,161	216,267	216,069	2,638,014	2,120,342
560	Internal Services	294,002	119,546	131,683	168,620	169,894
570	Non-Operating	39,872	-	-	151,175	151,175
580	Debt Service	-	84	-	-	-
TOTAL EXPENDITURES		\$3,146,300	\$1,657,710	\$1,984,193	\$5,177,459	\$4,758,637

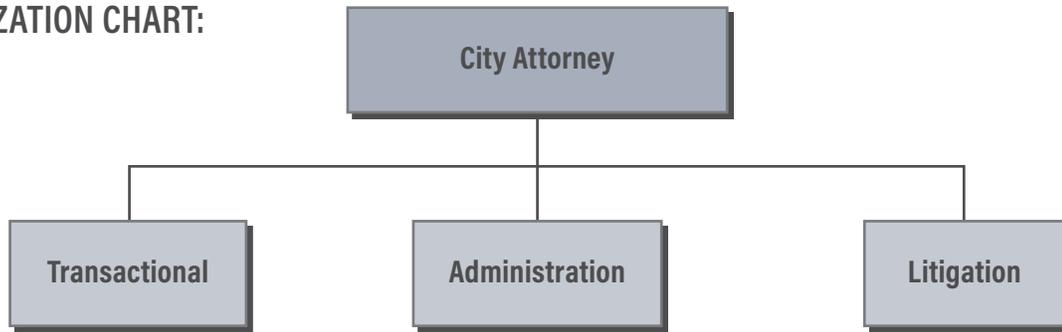
EXHIBIT 4.02C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10300	City Manager	1,064,293	1,055,363	1,337,088	1,701,083	1,617,074
10311	Economic Development Administration	1,349,959	78,094	-	-	-
10312	Property Management	157,575	-	-	-	-
10313	Economic Development Administration	-	-	-	1,529,819	1,573,094
10329	City Clerk	574,474	524,254	647,105	522,805	576,891
GENERAL FUND (01)		\$3,146,300	\$1,657,710	\$1,984,193	\$3,753,707	\$3,767,059
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
19001	Safe And Clean 2.0	-	-	-	1,423,752	991,578
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	-	-	\$1,423,752	\$991,578
TOTAL EXPENDITURES		\$3,146,300	\$1,657,710	\$1,984,193	\$5,177,459	\$4,758,637

CITY ATTORNEY

ORGANIZATION CHART:

FTE: 9.0



The City Attorney's Office mission is to provide the highest quality legal services to elected officials, appointed officials, and staff in conducting City business. The City Attorney's Office is responsible for transactional matters, contracts and leases, ordinances, resolutions, civil litigation, and advising the Mayor, City Council, City Manager, and staff on legal issues.

The FY 2019-20 budget for the City Attorney's office contains a reallocation of an assistant city attorney position to a senior assistant city attorney. The new senior position will be responsible for all advisory matters and will serve as legal counsel to the Planning Commission.

EXHIBIT 4.03A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	2,125,836	2,324,028	2,316,563	2,263,306	2,263,773
69	Public Liability ISF	230,298	589,130	900,000	750,000	750,000
TOTAL EXPENDITURES		\$2,356,135	\$2,913,158	\$3,216,563	\$3,013,306	\$3,013,773

EXHIBIT 4.03B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	1,520,576	1,579,602	1,691,888	1,641,819	1,715,024
520	Services And Supplies	726,290	1,232,039	1,412,766	1,261,578	1,187,933
560	Internal Services	109,269	101,517	111,909	109,909	110,816
TOTAL EXPENDITURES		\$2,356,135	\$2,913,158	\$3,216,563	\$3,013,306	\$3,013,773

EXHIBIT 4.03C - EXPENDITURES BY PROJECT

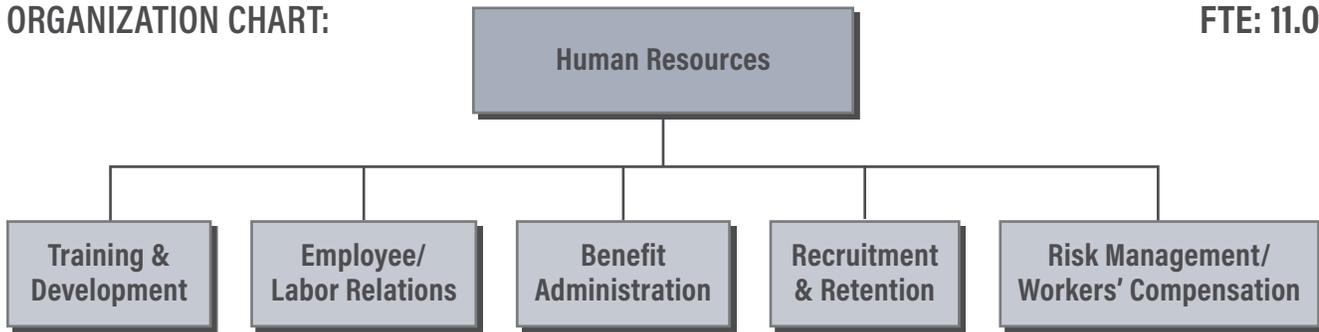
PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10600	City Attorney Administration	2,125,836	2,324,028	2,316,563	2,263,306	2,263,773
GENERAL FUND (01)		\$2,125,836	\$2,324,028	\$2,316,563	\$2,263,306	\$2,263,773
PUBLIC LIABILITY ISF FUND (69)						
10603	City Attorney Unforeseen Litigation	230,298	589,130	900,000	750,000	750,000
PUBLIC LIABILITY ISF FUND (69)		\$230,298	\$589,130	\$900,000	\$750,000	\$750,000
TOTAL EXPENDITURES		\$2,356,135	\$2,913,158	\$3,216,563	\$3,013,306	\$3,013,773



HUMAN RESOURCES

ORGANIZATION CHART:

FTE: 11.0



The Human Resources Department strives to be a strategic partner to eleven City Departments that provide diverse services to the community. Human Resources services over 650 positions. These services include employee training and development, employee and labor relations, benefits administration, recruitment and retention, workers' compensation, and risk management.

The department staff seeks to promote a work environment that values high quality service for our community, to hire and retain well-qualified employees who have a passion for their work and the citizens we serve, to encourage and promote diversity, and to support creativity in a team setting.

EXHIBIT 4.04A - EXPENDITURES BY FUND

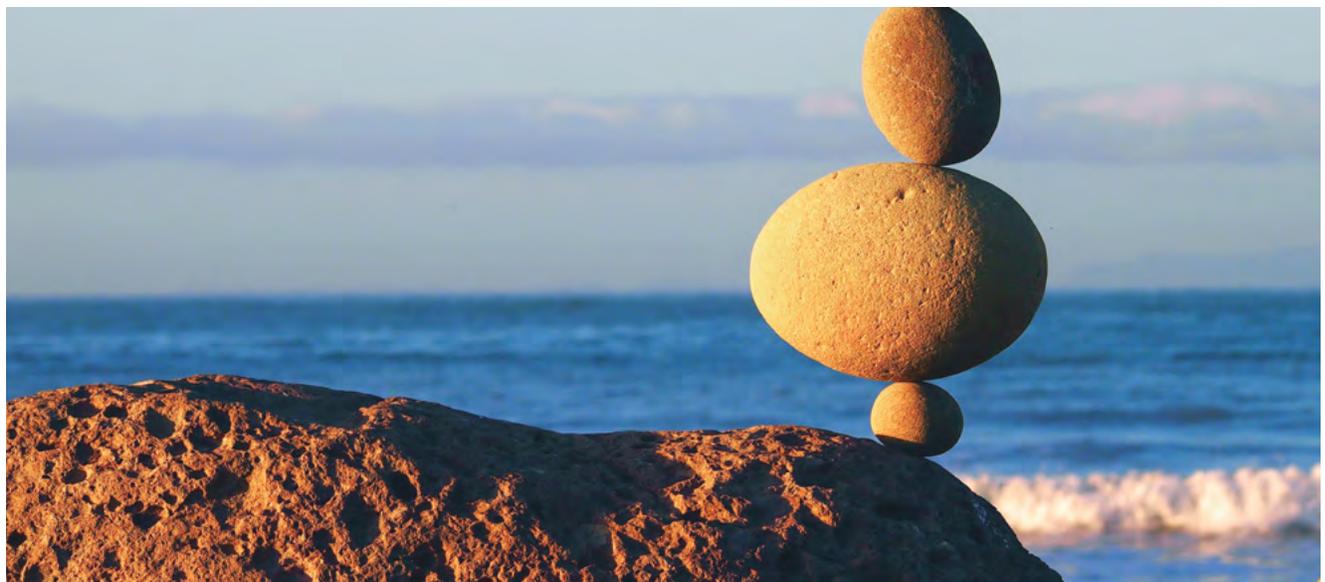
FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	946,145	969,518	1,053,717	1,234,337	1,260,563
67	Workers Compensation ISF	9,565,771	2,785,297	3,900,461	3,264,950	3,293,810
68	Employee Benefits ISF	7,751,855	1,571,739	1,480,560	1,605,237	1,622,896
69	Public Liability ISF	4,685,134	13,164,930	2,447,259	3,135,301	2,851,458
TOTAL EXPENDITURES		\$22,948,905	\$18,491,484	\$8,881,997	\$9,239,825	\$9,028,727

EXHIBIT 4.04B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	2,367,998	3,848,231	2,244,403	2,443,274	2,521,937
520	Services And Supplies	5,798,753	14,108,284	6,301,347	6,450,304	6,153,428
560	Internal Services	6,378,262	260,812	336,247	346,247	333,362
570	Non-Operating	49,958	74,542	-	-	-
580	Debt Service	-	554	-	-	-
900	Transfers	8,353,935	199,061	-	-	-
TOTAL EXPENDITURES		\$22,948,905	\$18,491,484	\$8,881,997	\$9,239,825	\$9,008,727

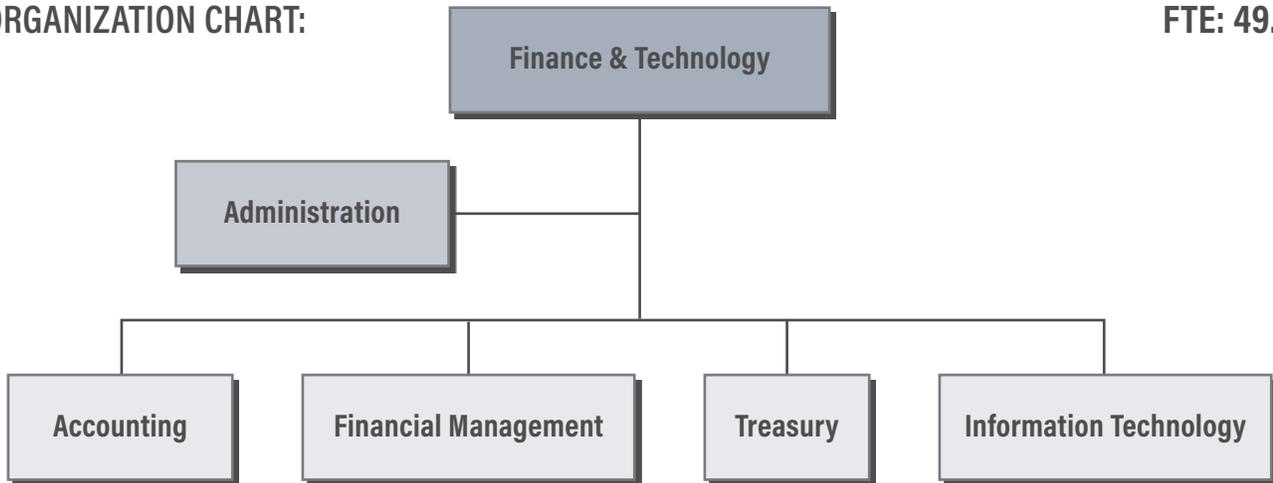
EXHIBIT 4.04C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10400	Human Resources Administration	407,658	386,328	445,842	443,188	459,958
10420	Recruitment	339,993	368,063	379,842	402,570	416,699
10421	Training Citywide	66,594	46,147	57,225	49,103	49,466
10436	Labor Relations Support	131,901	168,979	170,808	339,476	334,440
GENERAL FUND (01)		\$946,145	\$969,518	\$1,053,717	\$1,234,337	\$1,260,563
WORKERS COMPENSATION ISF FUND (67)						
10460	Workers Compensation	2,908,143	2,625,651	3,768,332	3,125,994	3,152,937
10461	Prevention Materials / Training	118,028	95,691	109,646	109,456	110,929
10463	Ergonomics	8,587	14,686	14,483	15,000	15,226
10464	Communicable Diseases	6,585	7,815	8,000	14,500	14,718
22367	Rev Mgmt-Workers Comp	6,524,428	41,455	-	-	-
WORKERS COMPENSATION ISF FUND (67)		\$9,565,771	\$2,785,297	\$3,900,461	\$3,264,950	\$3,293,810
EMPLOYEE BENEFITS ISF FUND (68)						
10431	Employee Benefits Administration	7,740,076	1,572,147	1,480,560	1,605,237	1,622,896
22368	Rev Mgmt-Employee Benefits	11,778	(407)	-	-	-
EMPLOYEE BENEFITS ISF FUND (68)		\$7,751,855	\$1,571,739	\$1,480,560	\$1,605,237	\$1,622,896
PUBLIC LIABILITY ISF FUND (69)						
22269	Depreciation-Risk Mgmt	432	432	-	-	-
22369	Rev Mgmt-Risk Management	1,867,254	232,716	-	-	-
26100	Risk Management Administration	234,210	257,402	229,952	231,163	237,918
26110	Risk Mgmt-Insurance, Claims & Judgements	2,551,619	2,578,991	2,217,307	2,904,138	2,613,540
26300	El Nino 2016	31,620	-	-	-	-
44111	Thomas Fire-Emergency Protective Measures	-	10,095,389	-	-	-
PUBLIC LIABILITY ISF FUND (69)		\$4,685,134	\$13,164,930	\$2,447,259	\$3,135,301	\$2,851,458
TOTAL EXPENDITURES		\$22,948,905	\$18,491,484	\$8,881,997	\$9,239,825	\$9,028,727



ORGANIZATION CHART:

FTE: 49.0



The Finance and Technology Department is responsible for all fiscal, financial, information services, and technology activities of the City. The department provides the business processes and systems that enable the City to function as a unit in an efficient and accountable manner in proactive compliance with all laws and regulations. The department operates in four divisions:

- **Financial management** includes budgeting, financial analysis, purchasing and procurement, contract administration, digital publishing, and mail services.
- **Accounting** includes maintenance of the general ledger, financial reporting, accounts payable, and payroll.
- **Treasury** includes banking, debt management, mobile home rent administration, Short Term Vacation Rental (STVR) administration, business licenses, revenue services, and collections.
- **Information Technology** includes systems analysis, project management, application development and support, data center operations, network administration, systems and database administration, and help desk.

EXHIBIT 4.05A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	10,051,270	4,276,733	4,147,703	4,167,021	4,328,434
02	General & Categorical Grant Program	-	622	-	-	-
21	Debt Service Obligation	4,365,899	2,178,419	2,099,032	2,093,995	2,094,048
23	Debt Service Fund-Parking Structure	594,803	593,431	598,131	598,131	598,199
45	Property Based Improvement District (PBID)	458,857	526,499	446,000	446,000	959,697
61	Information Technology ISF	4,543,278	4,941,654	6,011,202	5,144,549	5,256,355
66	Digital Publishing ISF	366,303	395,370	458,663	426,756	438,353
83	General Property, Plant, Equip	7,654,580	8,161,356	-	-	-
TOTAL EXPENDITURES		\$28,034,990	\$21,074,083	\$13,760,731	\$12,876,452	\$13,675,086

EXHIBIT 4.05B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	5,305,338	5,346,293	5,783,030	5,804,667	6,036,201
520	Services And Supplies	3,899,015	3,754,621	4,425,816	3,761,571	4,323,389
560	Internal Services	1,129,110	480,799	566,622	552,988	558,270
570	Non-Operating	7,888,663	8,479,990	100	100	100
580	Debt Service	4,951,702	2,772,569	2,685,163	2,684,126	2,684,126
700	Capital Outlay	1,637,244	239,811	-	73,000	73,000
750	Reserves & Contingencies	-	-	300,000	-	-
900	Transfers	3,223,918	-	-	-	-
TOTAL EXPENDITURES		\$28,034,990	\$21,074,083	\$13,760,731	\$12,876,452	\$13,675,086

EXHIBIT 4.05C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
21100	Finance And Technology Administration	623,805	696,592	589,028	654,250	680,905
22200	Accounting And Reporting	1,153,470	1,339,843	1,475,678	1,179,714	1,223,769
22205	Payroll Services	45,255	-	-	-	-
22301	Rev Mgmt-General Fund	66	-	-	-	-
22400	Purchasing & Contracts	310,070	317,101	334,493	371,715	386,755
22420	Mail Services	93,985	84,661	70,264	70,932	71,946
22500	Treasury	738,099	936,471	14,996	-	-
22600	Treasury, Debt & Cash Management	-	1,705	405,038	513,565	532,126
22700	Business Licensing	-	763	435,995	445,397	462,421
22800	Revenue Operations	-	-	178,442	188,895	197,026
23100	Financial Planning And Analysis	593,173	605,405	643,769	742,553	773,486
23110	Mobile Home Rent Admin	5,568	-	-	-	-
23500	Financial Services Administration	65,659	-	-	-	-
26112	Intrl Ser(Ins) Gen Fund	616,210	-	-	-	-
28021	Tsf-To 21 Lease Oblig Cop	2,932,502	-	-	-	-
29999	Citywide Obligations	2,739,259	-	-	-	-
81006	Parks Recreation & Community Partnership Trust	2,301	-	-	-	-
81007	Police Trust	-	-	-	-	-
81015	Peg Wave Cable Trust	45,975	202,566	-	-	-
81016	Peg Time Warner Trust	85,871	91,626	-	-	-
GENERAL FUND (01)		\$10,051,270	\$4,276,733	\$4,147,703	\$4,167,021	\$4,328,434
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
22302	Rev Mgmt Gen Grant & Cat	-	622	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		-	\$622	-	-	-

EXHIBIT 4.05C - EXPENDITURES BY PROJECT (CONTINUED)

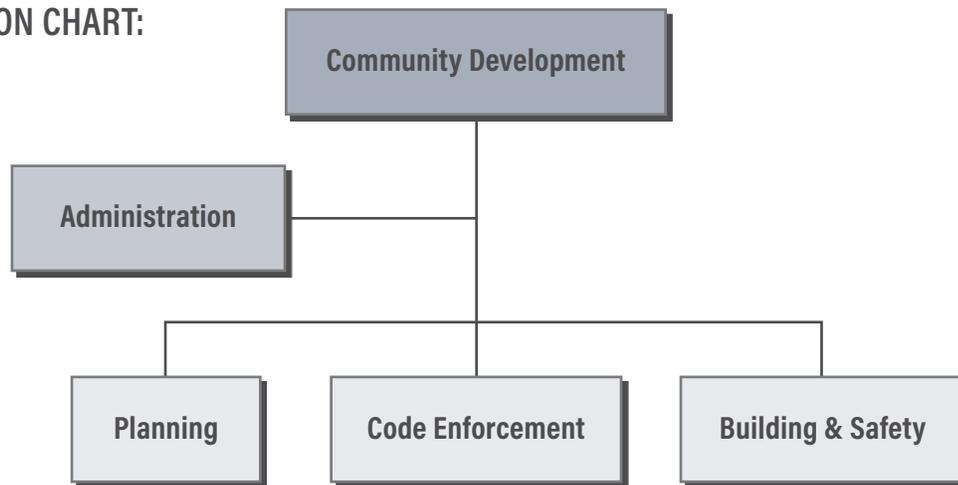
PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
DEBT SERVICE OBLIGATION FUND (21)						
22285	Debt-Cop 2012 Series A	680,469	680,469	681,469	1,067,969	1,068,007
22286	Debt-Cop 2012 Series B	149,375	143,463	671,800	282,563	282,563
22288	Debt-Cop Ref 2010 Series F	3,536,055	1,354,488	745,763	743,463	743,478
DEBT SERVICE OBLIGATION FUND (21)		\$4,365,899	\$2,178,419	\$2,099,032	\$2,093,995	\$2,094,048
DEBT SERVICE FUND-PARKING STRUCTURE FUND (23)						
22297	Debt-2007 Series E Cop	594,803	593,431	598,131	598,131	598,199
DEBT SERVICE FUND-PARKING STRUCTURE FUND (23)		\$594,803	\$593,431	\$598,131	\$598,131	\$598,199
PROPERTY BASED IMPROVEMENT DISTRICT (PBID) FUND (45)						
22345	Rev Mgmt - Pbid	458,857	526,499	446,000	446,000	959,697
PROPERTY BASED IMPROVEMENT DISTRICT (PBID) FUND (45)		\$458,857	\$526,499	\$446,000	\$446,000	\$959,697
INFORMATION TECHNOLOGY ISF FUND (61)						
10560	Information Technology Administration	331,041	757,155	800,513	688,297	703,797
10561	Information Technology Operations	1,248,136	1,896,126	1,923,814	1,966,655	2,008,679
10562	Telecommunications	335,991	75,493	-	-	-
10564	Police-Fire Information Services	656,911	585,814	596,832	596,832	610,329
10566	Council Technology Equip Upgrade	2,453	896	300,000	-	-
10568	V-GIS	310,571	12,842	-	-	-
10569	Business Application Services	1,159,985	1,023,286	1,178,832	1,117,694	1,147,535
10572	Win7 Migration - Desktop Replacement	286,485	9,236	-	-	-
10574	Cad/Rms Systems	-	196,357	702,478	350,000	355,250
10575	Erp Replacement	-	25,000	200,000	200,000	203,000
10576	Energov Upgrade	-	52,960	308,733	225,071	227,765
22259	Depreciation-Computer Replacement	207,031	206,369	-	-	-
22361	Rev Mgmt-Information Technology	4,673	100,119	-	-	-
INFORMATION TECHNOLOGY ISF FUND (61)		\$4,543,278	\$4,941,654	\$6,011,202	\$5,144,549	\$5,256,355
DIGITAL PUBLISHING ISF FUND (66)						
22265	Depreciation-Reproduction Svcs	3,408	3,247	-	-	-
22366	Rev Mgmt-Reproduction Services	761	8,425	-	-	-
22430	Digital Publishing Services	362,134	383,697	458,663	426,756	438,353
DIGITAL PUBLISHING ISF FUND (66)		\$366,303	\$395,370	\$458,663	\$426,756	\$438,353
GENERAL PROPERTY, PLANT, EQUIP FUND (83)						
83001	Governmental Depreciation	7,654,580	8,161,356	-	-	-
GENERAL PROPERTY, PLANT, EQUIP FUND (83)		\$7,654,580	\$8,161,356	-	-	-
TOTAL EXPENDITURES		\$28,034,990	\$21,074,083	\$13,760,731	\$12,876,452	\$13,675,086



COMMUNITY DEVELOPMENT

ORGANIZATION CHART:

FTE: 41.0



The Community Development Department updates, maintains, and implements the General Plan, which serves as the City's framework in creating a sustainable and vibrant community that improves the quality of life for the community as a whole. The department staff implements the General Plan through the interdepartmental review of development proposals and management of programs in a manner consistent with Federal, State, and City regulations. Department staff also works with various City commissions that help guide and advise the City Council on land use, design, and preservation matters.

EXHIBIT 4.06A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	6,020,438	9,787,785	8,198,309	7,932,737	7,322,775
32	HCDA-Act Of 1974 Program	774,603	673,700	1,309,952	1,333,333	1,354,494
85	Redevelopment Obligation Retirement	3,389,674	1,116,087	1,693,094	1,816,271	1,823,118
86	Successor Agency Administration	181,210	198,564	250,000	250,000	250,000
87	Successor Housing Agency	49,393	48,348	52,862	74,256	76,285
TOTAL EXPENDITURES		\$10,415,318	\$11,824,483	\$11,504,217	\$11,406,597	\$10,826,672

EXHIBIT 4.06B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	4,234,018	4,427,949	5,198,089	5,175,891	5,404,497
520	Services And Supplies	2,254,621	3,660,064	4,073,985	4,202,307	3,390,011
560	Internal Services	544,708	712,293	630,826	500,518	504,283
570	Non-Operating	2,007,138	1,918,684	131,485	-	1,359,881
580	Debt Service	1,164,833	1,105,493	1,469,832	1,359,881	58,000
700	Capital Outlay	-	-	-	58,000	110,000
900	Transfers	210,000	-	-	-	-
TOTAL EXPENDITURES		\$10,415,318	\$11,824,483	\$11,504,217	\$11,296,597	\$10,826,672
800	CIP	-	-	-	110,000	-
TOTAL CIP & EXPENDITURES		\$10,415,318	\$11,824,483	\$11,504,217	\$11,406,597	\$10,826,672

EXHIBIT 4.06C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10311	Economic Development Administration	-	1,119,511	1,523,057	-	-
10312	Property Management	-	154,706	-	-	-
31100	Community Development Administration	564,246	697,982	646,357	721,682	747,981
31119	Housing	159,649	162,346	158,369	164,154	167,799
31121	Housing Element 2005-2014	682	-	-	-	-
31123	City Repair And Demolition	2,640	320	5,000	5,000	5,075
31125	Long Range Property Management	358,319	27,545	43,810	24,818	25,190
31132	Safe And Clean Public Places	229,177	227,918	81,300	-	-
31150	Thomas Fire Recovery-CD	-	232,932	-	1,158,000	463,370
32125	Code Enforcement	652,235	2,285,890	858,059	947,136	984,109
32140	Construction Permits	2,132,034	2,321,919	2,623,224	2,508,406	2,596,533
33100	Planning Services	1,892,010	2,528,737	2,228,833	2,373,241	2,302,338
34100	Housing Preservation Program	4,446	2,977	5,300	5,300	5,380
34104	Code Compliance Loan Admin	12,500	12,500	12,500	12,500	12,500
34105	Comm Rehab Loan Admin	12,500	12,500	12,500	12,500	12,500
GENERAL FUND (01)		\$6,020,438	\$9,787,785	\$8,198,309	\$7,932,737	\$7,322,775

EXHIBIT 4.06C - EXPENDITURES BY PROJECT (CONTINUED)

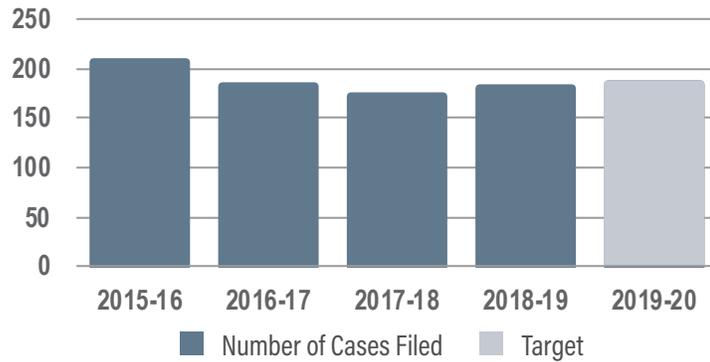
PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
HCDA-ACT OF 1974 PROGRAM FUND (32)						
22332	Rev Mgmt-HCDA, Act 1974	4,213	168,972	-	-	-
94080	CDBG Housing Preservation	26,678	22,500	135,000	135,000	137,025
94233	Economic Development	20,708	10,279	125,000	175,000	177,625
94234	CDBG Administrative	162,921	165,602	173,100	167,994	172,616
94610	Fair Housing	10,000	10,000	10,000	10,000	10,150
94611	Home Program & Administration	44,311	40,134	44,760	52,208	53,700
94619	CEDC-Snapdragon (Home)	1,624	13,743	-	-	-
94621	PRCP-Westpark Sports Field Improvements-Ph I	267,431	14,750	100,000	-	-
94622	Turning Point-Our Place Shelter Renov	-	2,337	-	-	-
94623	Ventura Cnty-Area Agency On Aging-Homeshare	1,000	-	-	-	-
94624	Countywide Emergency Program	30,000	30,000	40,000	40,000	40,600
94625	PSHHC - Homeless Prevention	-	10,000	-	12,203	12,386
94627	North Ventura Ave - Acquisition And Rehabilitation (Ha)	-	-	-	65,000	65,975
94632	Avenue Library Services	70,000	63,700	65,000	62,000	62,930
94646	PW-Cameron Street Improvement	-	-	110,500	110,000	110,000
94657	Westside Neighborhood Revitalization & Outreach Program	68,070	71,684	80,000	90,000	91,350
94663	Home CHDO Reserve	-	-	62,765	55,654	56,489
94676	WEV Self Employment Training	50,000	50,000	50,000	50,000	50,750
94687	Bicycle Safety Rodeo	10,000	-	-	-	-
94697	Westside Homeowner Occupied Home Rehab Program	7,646	-	-	30,000	30,450
94699	Home Housing Development Other	-	-	313,827	278,274	282,448
HCDA-ACT OF 1974 PROGRAM FUND (32)		\$774,603	\$673,700	\$1,309,952	\$1,333,333	\$1,354,494
REDEVELOPMENT OBLIGATION RETIREMENT FUND (85)						
99201	Redevelopment Obligation Retirement	1,389,674	1,116,087	1,693,094	1,816,271	1,823,118
99880	RDA Merged Project Area	2,000,000	-	-	-	-
REDEVELOPMENT OBLIGATION RETIREMENT FUND (85)		\$3,389,674	\$1,116,087	\$1,693,094	\$1,816,271	\$1,823,118
SUCCESSOR AGENCY ADMINISTRATION FUND (86)						
99200	RDA Successor Agency Administration	181,210	198,564	250,000	250,000	250,000
SUCCESSOR AGENCY ADMINISTRATION FUND (86)		\$181,210	\$198,564	\$250,000	\$250,000	\$250,000
SUCCESSOR HOUSING AGENCY FUND (87)						
99210	Successor Housing Agency Administration	49,393	48,348	52,862	74,256	76,285
SUCCESSOR HOUSING AGENCY FUND (87)		\$49,393	\$48,348	\$52,862	\$74,256	\$76,285
TOTAL EXPENDITURES		\$10,415,318	\$11,824,483	\$11,504,217	\$11,406,597	\$10,826,672

COMMUNITY DEVELOPMENT KEY PERFORMANCE INDICATORS

PLANNING ENTITLEMENTS

OBJECTIVE:

Planning Division staff implements City Council direction on General Plan and Zoning Ordinance updates or policy initiatives, coordinates annual cycles of the CDBG and HOME programs with community partners, and completes development review of permits in an efficient, collaborative, and timely manner.



PROCESS:

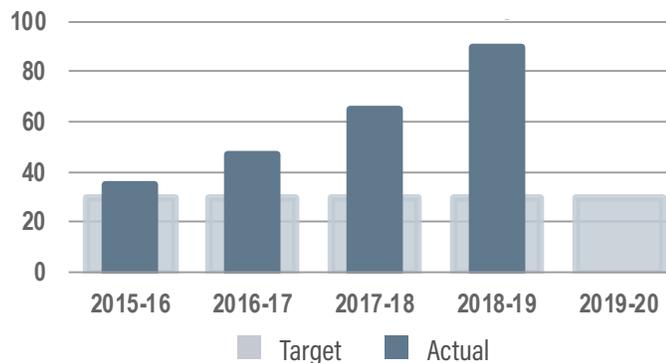
- Review for all ministerial permits and zone clearances at the public counter shall be acted upon within 10 working days. Action means approval, denial, or request for additional information in order to process the permit application.
- All discretionary permits receive initial contact within five working days by the principal planner.
- Discretionary permits receive a completeness determination by the case planner within 30 calendar days.
- Discretionary permits deemed complete and are CEQA exempt shall be processed to decision-maker within 3 months.
- Discretionary permits deemed complete and are CEQA non-exempt shall be processed to decision-maker within 6 months.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
Number of Cases Filed	207	182	171	180	185

CONCEPTUAL DRC (30 DAYS)

OBJECTIVE:

When application is complete, target to Design Review Committee is 30 days.



FISCAL YEAR	Target	Actual	Variance
2015-16	30	35	5
2016-17	30	47	17
2017-18	30	65	35
2018-19	30	90	60
2019-20	30		

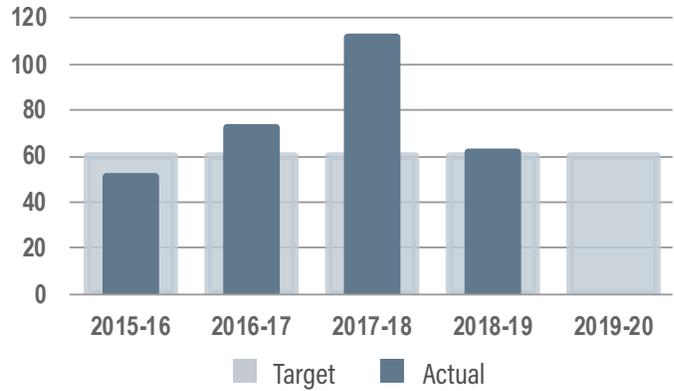


ADMINISTRATIVE HEARING (60 DAYS)

OBJECTIVE:

When application is complete, target to Administrative Hearing is 60 days.

FISCAL YEAR	Target	Actual	Variance
2015-16	60	51	(9)
2016-17	60	72	12
2017-18	60	112	52
2018-19	60	62	2
2019-20	60		

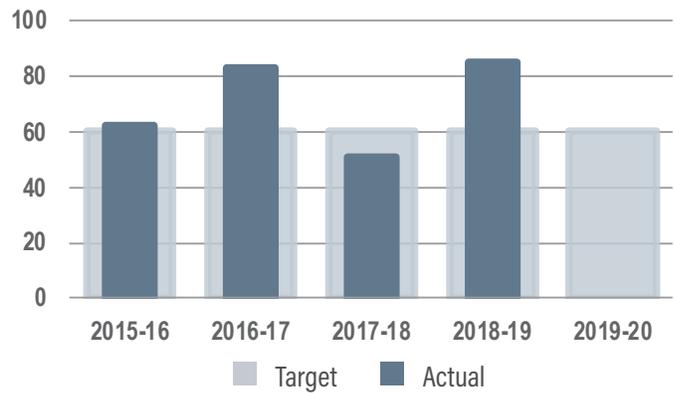


FORMAL DESIGN REVIEW (60 DAYS)

OBJECTIVE:

When application is complete, target to Formal Design Review is 60 days.

FISCAL YEAR	Target	Actual	Variance
2015-16	60	62	2
2016-17	60	83	23
2017-18	60	51	(9)
2018-19	60	85	25
2019-20	60		

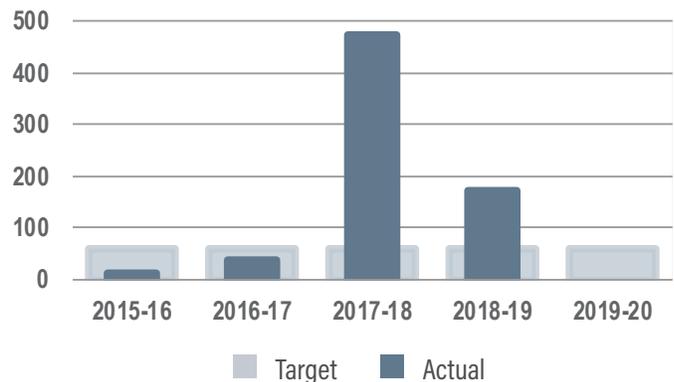


PLANNING COMMISSION (60 DAYS)

OBJECTIVE:

When application is complete, target to Planning Commission is 60 days.

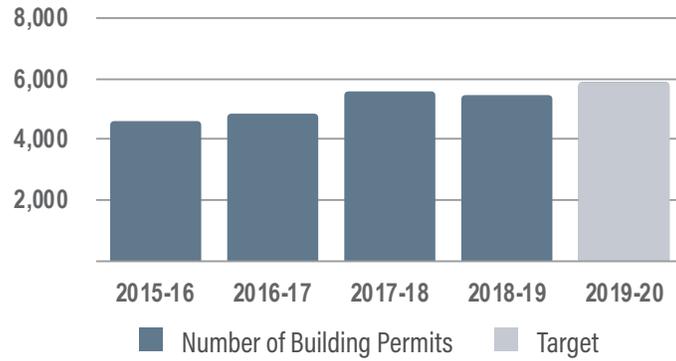
FISCAL YEAR	Target	Actual	Variance
2015-16	60	14	(46)
2016-17	60	38	(22)
2017-18	60	474	414
2018-19	60	171	111
2019-20	60		



BUILDING PERMITS

OBJECTIVE:

Construction activity is a key indicator of the economic vitality of the City. In conjunction with the number of permits issued, the value of the work is an important indicator of economic activity as well.



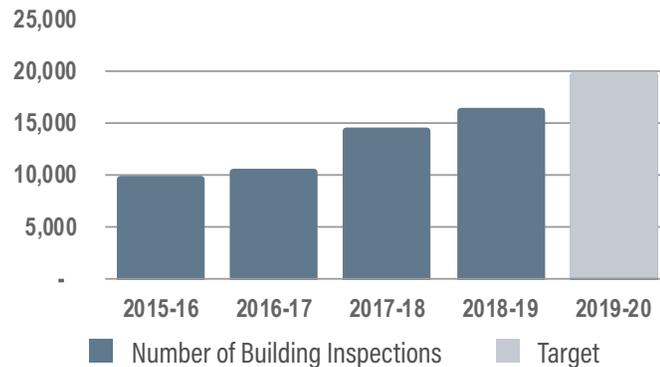
PROCESS:

The Community Development Department's Building and Safety Division strives to serve all customers. We have implemented a procedure for plan review by appointment for tenant improvement projects. This is an effort to streamline the plan review process for smaller, less complex tenant improvement projects that can be reviewed over-the-counter.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
Building Permits	4,505	4,702	5,447	5,351	5,800

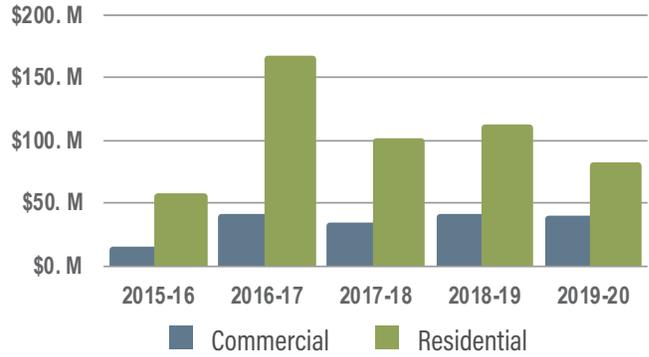
BUILDING INSPECTIONS

FISCAL YEAR	Building Inspections
2015-16	9,652
2016-17	10,220
2017-18	14,245
2018-19	16,055
2019-20	19,500



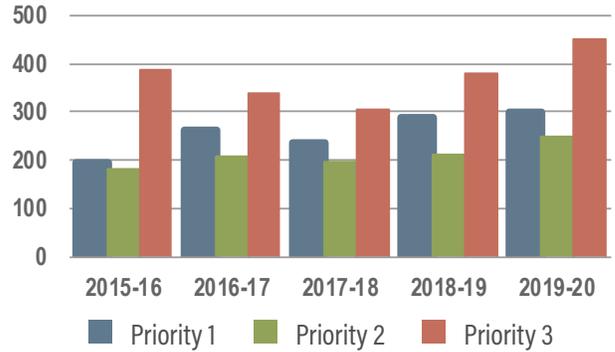
VALUE OF BUILDING PERMITS ISSUED

FISCAL YEAR	Commercial	Residential
2015-16	\$12,762,812	\$55,690,797
2016-17	\$38,307,874	\$165,049,637
2017-18	\$32,265,574	\$99,524,213
2018-19	\$38,657,415	\$109,525,465
2019-20	\$37,500,000	\$80,000,000



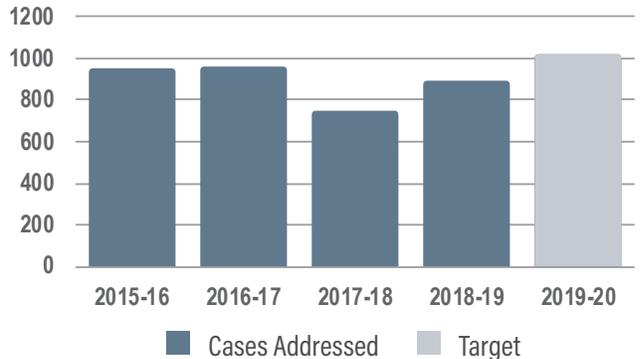
CODE ENFORCEMENT CASES BY PRIORITY

FISCAL YEAR	Priority 1	Priority 2	Priority 3
2015-16	196	183	388
2016-17	262	209	337
2017-18	235	195	306
2018-19	287	210	381
2019-20	300	250	450



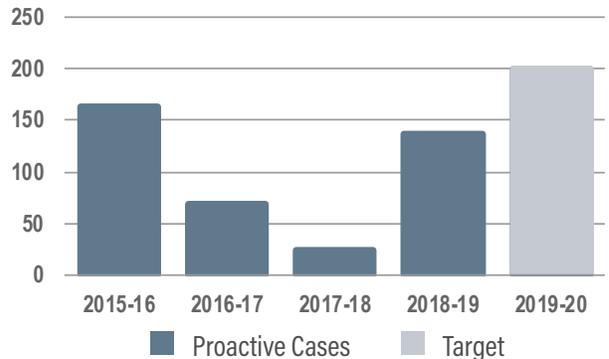
CODE ENFORCEMENT CASES ADDRESSED

FISCAL YEAR	Cases Addressed
2015-16	937
2016-17	946
2017-18	736
2018-19	878
2019-20	1,000



CODE ENFORCEMENT PROACTIVE ENFORCEMENT

FISCAL YEAR	Proactive Cases
2015-16	163
2016-17	69
2017-18	23
2018-19	136
2019-20	200

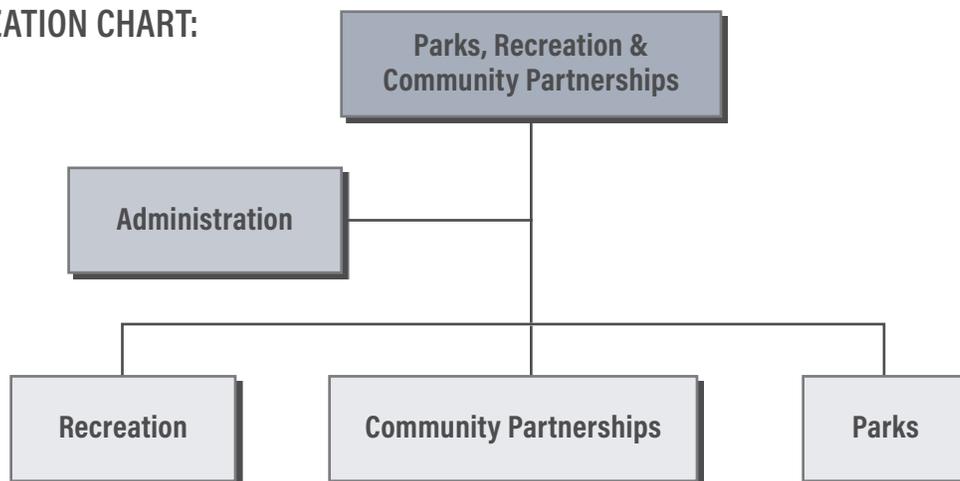


WAYPOINT VENTURA VINTAGE TRAILER HOTEL & CAMPGROUND



ORGANIZATION CHART:

FTE: 57.5



The Parks, Recreation, and Community Partnerships Department creates opportunities for a better life through people, parks, programs, and partnerships. The Parks Division oversees 800 acres of parkland as well as all streets, parks, trees, and medians in the City.

The Recreation Division provides traditional recreation classes, camps and programs for youth and adults, aquatics, as well as grant-funded afterschool programs for underserved youth. The Recreation Division also oversees the City's two municipal golf courses, which are managed by contractors.

The Community Partnerships Division has oversight of cultural programs, senior programs and centers, historic sites, two competitive granting programs, volunteer services, customer service for the department, camps and classes, special events, and oversight of the library contract with the County of Ventura.

There are three Commissions (Library, Cultural Affairs, and Public Art) staffed by the Community Partnership Division; the Recreation and Parks Division jointly staff the Parks and Recreation Commission, and the Parks Division staffs the Tree Committee.

The four departmental strategic goals are:

- Innovative service delivery, less dependence on the General Fund (increased revenues and sponsorships)
- A fun, motivating work environment that promotes pride and ownership
- The best customer service: responsive, helpful, honest, knowledgeable, patient, and friendly
- Promote PRCP as a creative, focused, and vital department

P:JIM PETERS





EXHIBIT 4.07A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	12,965,831	24,724,639	18,849,208	19,371,383	19,720,309
02	General & Categorical Grant Program	147,917	205,117	65,000	65,000	66,015
04	Capital Improvement	-	-	24,300	20,000	20,000
05	Measure O-Transaction And Use Tax	-	1,000,799	2,967,000	2,140,118	2,172,513
07	TDA Art3 Program	20,818	177,726	60,000	60,000	60,900
18	Park & Rec Capital Improv	1,210,902	1,628,662	750,000	1,340,800	1,340,800
19	Public Art Program	437,260	94,001	165,962	109,500	110,148
40	Maintenance Assmt Districts	529,379	744,987	728,222	769,035	780,581
53	Golf Facilities	6,836,098	5,240,386	-	-	-
73	Golf Facilities Capital	3	-	-	-	-
TOTAL EXPENDITURES		\$22,148,207	\$33,816,317	\$23,609,692	\$23,875,836	\$24,271,266

EXHIBIT 4.07B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	6,301,282	6,507,128	7,190,785	7,009,984	7,282,257
520	Services And Supplies	9,818,676	11,966,153	12,009,376	12,147,221	12,244,941
560	Internal Services	2,430,838	2,278,507	2,597,034	2,330,523	2,351,124
570	Non-Operating	1,032,261	135,372	100	100	100
580	Debt Service	-	(770)	-	-	-
700	Capital Outlay	-	107,127	-	-	-
750	Reserves & Contingencies	-	-	737,504	372,273	375,585
900	Transfers	2,004,609	11,284,330	596,131	589,935	591,459
TOTAL EXPENDITURES		\$21,587,666	\$32,277,847	\$23,130,930	\$22,450,036	\$22,845,466
800	CIP	560,542	1,538,470	478,762	1,425,800	1,425,800
TOTAL CIP & EXPENDITURES		22,148,207	33,816,317	23,609,692	23,875,836	24,271,266

EXHIBIT 4.07C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10342	Lifeguard Services	91,065	72,525	119,000	119,000	119,000
10350	Social Services Contribution	170,000	170,500	162,000	162,000	162,000
10371	July 4Th Street Fair	111,581	133,455	114,789	132,037	135,571
33130	Graphics & Marketing	350,310	385,145	395,885	388,328	403,174
71400	Library Services Support	97,397	132,386	120,089	120,000	121,785
72102	Volunteer Ventura	90,199	70,915	87,244	12,345	12,390
72110	Facility Rentals & Film Permits	76,557	82,447	78,168	80,179	82,145
73200	Youth Sports	129,633	120,418	137,130	135,186	138,716
73210	Youth And Education Programs Support	595,507	595,399	643,226	621,671	646,650
73300	Adult Sports and Recreation	167,791	170,648	157,469	171,787	177,479
73310	Adult Recreation Support	43,895	43,741	9,240	92,332	96,211
73400	Aquatics	567,291	527,848	582,877	563,890	575,067
73500	Westpark Community Center	339,716	331,484	366,239	372,788	380,958
73520	High School Leadership	12,491	12,545	12,076	6,000	6,090
73600	Recreation Classes	232,443	245,652	227,068	265,987	273,014
73610	Sailing & Kayaking	107,094	120,659	121,612	127,086	130,494
73700	Corporate Games	52,243	47,282	73,358	140,230	144,114
73800	Summer Day Camp	84,284	83,003	67,793	76,500	77,521
73801	Afterschool Programs	431,094	468,981	470,929	443,803	453,285
74400	Senior Recreation Center	247	-	-	-	-
74410	Senior Services Support	61,890	35,167	72,575	56,973	59,427
74800	Ventura Ave Adult/Senior Center	261,593	233,420	281,876	325,868	332,706
75110	Community Partnerships & Commission Support	193,708	214,046	179,189	191,795	199,651
75215	Historic Program & Site Support	221,638	234,054	202,078	212,171	216,357
75300	Community Garden	12,019	15,335	35,439	12,901	13,072
75400	Outdoor Interpretive Programs	134,906	130,348	137,031	210,688	217,865
75500	Cultural Arts Classes	248,162	253,874	263,672	249,845	256,446
75510	Community Arts & Cultural Affairs Support	200,210	109,111	225,183	218,861	224,931
75550	Children'S International Arts Festival	15,676	17,236	16,471	16,000	16,240
75715	Cultural Arts Grant	113,002	215,304	342,307	342,300	347,436
75770	Music Under The Stars	67,870	66,635	76,504	89,879	91,968
76110	Parks, Recreation & Community Partnership Administration	665,672	932,269	1,034,632	1,111,245	1,141,861
76111	Customer Service	96,408	93,704	182,485	166,421	172,822
76150	Coastal Strategic Plan	-	-	-	165,000	167,475
77700	Parks Management Support	533,037	448,796	521,262	455,752	471,229
77720	Park Maintenance	1,990,697	2,027,643	2,252,120	2,313,409	2,372,671
77721	Safe And Clean Parks	57,564	115,215	99,741	175,803	182,514
77725	Park Facilities	259,476	281,553	271,958	196,272	201,411
77730	Landscape Contract Maintenance	629,486	674,995	696,007	696,117	709,949
77740	Park Contract Maintenance	1,312,979	1,455,487	1,519,587	1,525,643	1,540,045
77750	Parks Aquatics Maintenance	786,259	1,268,923	795,564	824,482	842,158



EXHIBIT 4.07C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
77760	Pierpont / S. Seaward Maintenance	11,160	12,108	17,000	15,000	15,225
77800	Urban Forestry	1,342,232	1,244,989	1,236,248	1,185,496	1,209,016
78300	Golf Operations	(647)	6,738,922	1,135,880	704,813	704,670
78301	Olivas Golf Course Contract Operations	-	2,163,391	1,878,360	2,082,500	2,082,500
78302	Buenaventura Golf Course Contract Operations	-	1,927,082	1,429,847	1,795,000	1,795,000
GENERAL FUND (01)		\$12,965,831	\$24,724,639	\$18,849,208	\$19,371,383	\$19,720,309
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
73501	Child & Adult Care Food Grant - Westpark	39,817	34,903	-	-	-
73612	Cal Boating Grant	16,961	31,930	-	-	-
74500	Senior Nutrition Program	91,140	85,034	65,000	65,000	66,015
76300	Habitat Conservation Fund	-	53,250	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		\$147,917	\$205,117	\$65,000	\$65,000	\$66,015
CAPITAL IMPROVEMENT FUND (04)						
93035	Cemetery Memorial Park Improvement	-	-	24,300	20,000	20,000
CAPITAL IMPROVEMENT FUND (04)		-	-	\$24,300	\$20,000	\$20,000
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
79001	Community Granting Program	-	-	-	100,000	101,500
79003	Safe And Clean 2.0	-	53,068	1,382,000	640,118	652,263
79004	Senior Strategic Plan	-	-	35,000	-	-
79005	Urban Forestry Tree Maintenance	-	710,563	900,000	900,000	913,500

EXHIBIT 4.07C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
79006	Median Maintenance	-	212,168	450,000	300,000	304,500
79008	Park/Aquatic Center Replacement	-	-	150,000	150,000	150,000
79012	East Ventura Library	-	25,000	50,000	50,000	50,750
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	\$1,000,799	\$2,967,000	\$2,140,118	\$2,172,513
TDA ART3 PROGRAM FUND (07)						
90713	Bike Path Maintenance	20,818	177,726	60,000	60,000	60,900
TDA ART3 PROGRAM FUND (07)		\$20,818	\$177,726	\$60,000	\$60,000	\$60,900
PARK & REC CAPITAL IMPROV FUND (18)						
22018	Rev Mgmt-Park & Rec Impr	551,821	87,394	402,000	-	-
92006	Comm Park Energy Savings Improvements	22,814	22,906	250,000	250,000	250,000
92912	Kellogg/Westside Parks	220,370	1,518,362	-	-	-
92915	Westpark Turf Replacement	415,896	-	-	-	-
92916	Community Park 2Nd Entrance, Ramelli/Telephone	-	-	98,000	968,000	968,000
92917	Westpark - Portland Loo Restrooms	-	-	-	122,800	122,800
PARK & REC CAPITAL IMPROV FUND (18)		\$1,210,902	\$1,628,662	\$750,000	\$1,340,800	\$1,340,800
PUBLIC ART PROGRAM FUND (19)						
98002	Art Conservation	191	-	-	-	-
98004	Art General	1,563	21,215	-	-	-
98012	Art Gas Tax	38	-	-	-	-
98018	Art Park Pt	765	-	-	-	-
98019	Art Park Sa	256	-	-	-	-
98071	Art Wastewater	7,490	-	-	-	-
98072	Art Water	1,023	-	-	-	-
98100	Public Art Administration	402,401	32,516	16,000	6,000	6,090
98153	Public Art Municipal Art Acquisition	4,176	613	7,500	7,500	7,591
98173	Public Art-Conservation	4,533	13,619	10,000	5,000	5,075
98177	Public Art-Place Community Art Projects	2,822	3,500	15,000	15,000	15,227
98182	Public Art-Community Response	2,500	-	11,000	11,000	11,165
98192	Public Art-Wells Neighborhood Park	501	-	65,462	65,000	65,000
98196	Public Art - Service Area Park Bicycle Racks	9,000	1,038	-	-	-
98197	Public Art - General Park Bicycle Racks	-	9,500	-	-	-
98198	Public Art - Barranca Vista Center	-	11,999	41,000	-	-
PUBLIC ART PROGRAM FUND (19)		\$437,260	\$94,001	\$165,962	\$109,500	\$110,148
MAINTENANCE ASSMT DISTRICTS FUND (40)						
24001	Maint Dist 1 Weston West Ranch	7,594	8,596	10,148	10,352	10,508
24002	Maint Dist 2 Beazer Homes	61,043	49,240	53,688	53,688	54,493
24003	Maint Dist 3 Bird Of Paradise	24,558	38,790	26,313	26,313	26,708
24004	Maint Dist 4 Sycamore Village	34,367	58,856	44,122	44,000	44,660
24006	Maint Dist 6 Groves	64,366	82,179	85,911	78,368	79,543

EXHIBIT 4.07C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
24008	Maint Dist 8 Greystone Homes	27,535	41,548	39,794	40,589	41,199
24010	Maint Dist 10 Weston East Ranch	8,581	9,094	10,447	10,687	10,847
24011	Maint Dist 11 Archstone	30,065	48,297	39,435	40,683	41,296
24012	Maint Dist 12 Montalvo Park	26,975	35,694	37,073	38,426	39,003
24014	Maint Dist 14 Citrus Glen	29,160	27,124	25,777	25,776	26,162
24016	Maint Dist 16 Henderson Cottages	13,796	20,070	22,644	23,097	23,446
24017	Maint Dist 17 Citrus Walk	64,814	185,946	87,356	89,104	90,443
24018	Maint Dist 18 Citrus Place	35,826	39,257	84,304	85,149	86,428
24020	Maint Dist 20 Aldea Hermosa	21,510	36,191	87,340	89,087	90,424
24022	Maint Dist 22 La Barranta	934	6,103	8,935	9,114	9,250
24024	Maint Dist 24 Enclave	-	-	-	32,509	32,996
24095	Maint Dist 5A Chapel Lane	2,452	2,677	3,727	3,500	3,553
24096	Maint Dist 8A Henderson Ranch	50,148	31,700	37,187	44,573	45,242
24097	Maint Dist 10B Saratoga Ranch	25,655	23,625	24,021	24,020	24,380
MAINTENANCE ASSMT DISTRICTS FUND (40)		\$529,379	\$744,987	\$728,222	\$769,035	\$780,581
GOLF FACILITIES FUND (53)						
22261	Depreciation-Golf	927,402	-	-	-	-
78200	Golf Operations	2,726,887	5,240,386	-	-	-
78201	Olivas GC Contract Operations	1,750,224	-	-	-	-
78202	Buenaventura GC Contract Operations	1,431,585	-	-	-	-
GOLF FACILITIES FUND (53)		\$6,836,098	\$5,240,386	-	-	-
GOLF FACILITIES CAPITAL FUND (73)						
22373	Rev Mgmt-Golf CIP	3	-	-	-	-
GOLF FACILITIES CAPITAL FUND (73)		3	-	-	-	-
TOTAL EXPENDITURES		\$22,148,207	\$33,816,317	\$23,609,692	\$23,875,836	\$24,271,266





P: ERIC BERG

PARKS, RECREATION, & COMMUNITY PARTNERSHIPS KEY PERFORMANCE INDICATORS

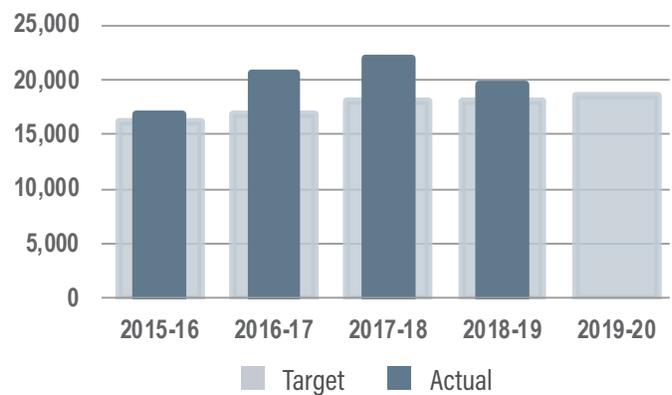
PARKS, RECREATION, & COMMUNITY PARTNERSHIPS CLASS PARTICIPATION

OBJECTIVE:

To track participation in Parks, Recreation & Community Partnerships (PRCP) classes and programs.

PROCESS:

Registration is tracked through the Active Net system and produces real-time reports. Program coordinators work with marketing specialists to review program performance and revenue goals and adjust future program offerings.



BENEFIT:

The PRCP Department’s classes and programs offer many benefits to the community. Classes provide exercise, entertainment, interaction with neighbors, exposure to the arts, and community awareness.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	16,200	16,900	18,000	18,000	18,500
Actual	16,904	20,612	21,980	19,476	
Variance	704	3,712	3,980	1,476	

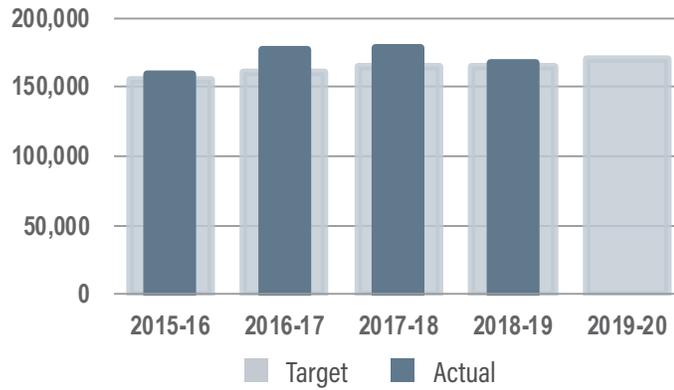
VISITORS TO VENTURA AQUATICS CENTER

OBJECTIVE:

To maximize participation at the Aquatics Center through competitive fee setting and creative programming.

PROCESS:

The Aquatics Center staff tracks trends in usage on a monthly basis. They survey program participants on their satisfaction of programs offered, including instructor, times of classes, and gained knowledge.



BENEFIT:

The City of Ventura values and encourages an involved and active citizenry. The Aquatic Center provides a unique opportunity for residents to recreate and exercise.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	155,000	160,000	165,000	165,000	170,000
Actual	159,715	177,318	178,997	167,760	
Variance	4,715	17,318	13,997	2,760	



P: AYSAN TAN



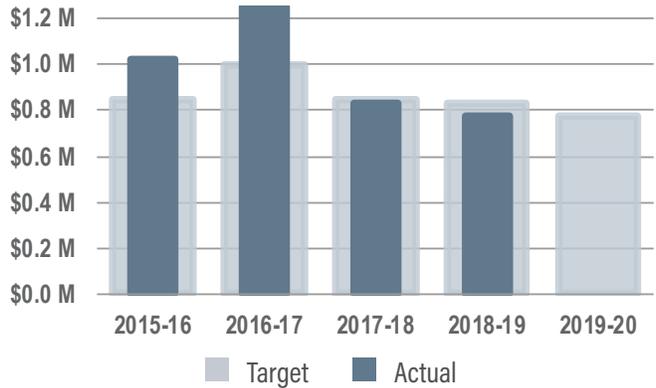
GRANT & SPONSORSHIP FUNDING RAISED TO ENHANCE PROGRAMS

OBJECTIVE:

To track the amount of grant and sponsorship funding for Parks, Recreation & Community Partnerships (PRCP) programs.

PROCESS:

Parks, Recreation & Community Partnerships Department partners with foundations, corporations, and community partners to enhance local programs.



BENEFIT:

Grant funding has enhanced programs for low-income youth and sponsorships to allow PRCP to offer exciting events. Grants and scholarships are essential to secure funding for future programs.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	\$850,000	\$1,000,000	850,000	828,266	775,000
Actual	\$1,022,670	\$1,251,219	828,266	774,600	
Variance	\$172,670	\$251,219	(\$21,734)	(\$53,666)	

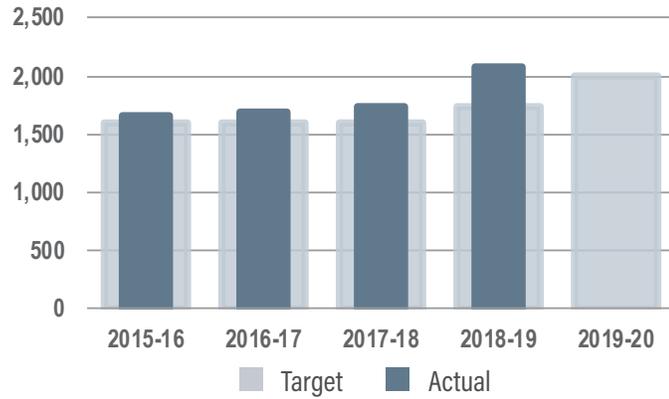
NUMBER OF AT-RISK YOUTH INVOLVED IN PEAK, PAL, WESTPARK AND TEEN VOICE PROGRAMS

OBJECTIVE:

The collaboration between the Parks, Recreation & Community Partnerships Department, Ventura PAL and VUSD provides free after-school programs, helps disadvantaged youth grow into productive citizens and, provides a positive and proactive approach to crime prevention.

PROCESS:

The number of youth involved in PEAK, PAL, Teen Voice, and Westpark Community Center programs, including sports leagues, is tracked each year.



BENEFIT:

The programs for at-risk youth have been shown to lower crime activity in low-income neighborhoods, increase participant's grades and test scores, increase overall graduation rates, and increase fitness levels of the youth involved.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	1,600	1,600	1,600	1,730	2,000
Actual	1,662	1,685	1,730	2,075	
Variance	62	85	130	345	

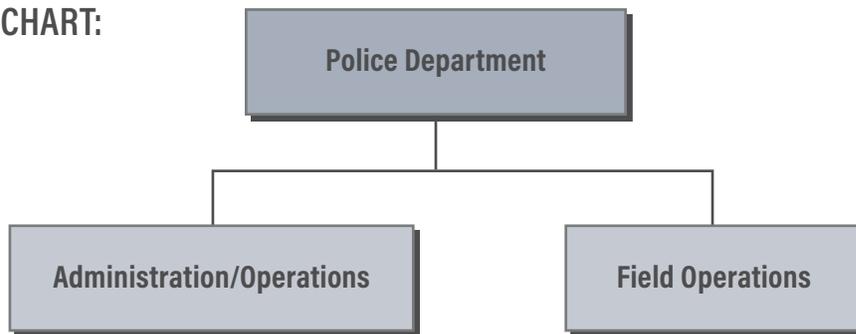




POLICE

ORGANIZATION CHART:

FTE: 192.0



The Ventura Police Department serves to effectively reduce crime, the fear of crime, and improve the quality of life in our community. Police Department efforts are grounded in five fundamental goals which are achieved through a broad spectrum of activities and identified measures to track progress towards these goals:

- Crime control: effective responses to crime in our community
- Team development: a focus on our most important resource
- Achieving active community partnerships: shared community problem solving efforts
- Maintaining safe neighborhoods: sustaining a high quality of life in our neighborhoods
- Efficiency and accountability: maintaining public trust and confidence

EXHIBIT 4.08A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	35,533,289	38,225,102	38,771,445	41,083,707	42,601,939
02	General & Categorical Grant Program	794,137	935,896	721,454	691,420	708,942
05	Measure O-Transaction And Use Tax	-	321,133	2,145,200	3,854,594	3,935,601
14	Supplemental Law Enforcement	189,500	185,140	235,949	239,735	248,983
15	Law Enforcement	27,179	30,720	60,026	60,026	60,926
TOTAL EXPENDITURES		\$36,544,105	\$39,697,992	\$41,934,074	\$45,929,482	\$47,556,391

EXHIBIT 4.08B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	30,438,460	32,813,162	35,320,888	38,862,639	40,475,492
520	Services And Supplies	2,706,893	3,087,117	2,570,435	2,937,275	2,925,300
560	Internal Services	3,361,728	3,357,147	3,892,751	3,945,568	3,971,599
570	Non-Operating	1,024	260,409	-	-	-
580	Debt Service	-	42	-	-	-
700	Capital Outlay	36,000	180,115	150,000	160,000	160,000
750	Reserves & Contingencies	-	-	-	24,000	24,000
TOTAL EXPENDITURES		\$36,544,105	\$39,697,992	\$41,934,074	\$45,929,482	\$47,556,391

EXHIBIT 4.08C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
10305	Animal Control	313,397	557,293	442,000	509,000	516,635
41100	Police Administration	1,044,701	1,035,030	1,382,899	1,401,146	1,464,770
41105	Professional Standards	1,614,366	1,764,274	1,582,925	1,992,634	2,083,725
41200	Detective Operations	4,771,308	5,105,755	5,275,390	5,024,628	5,241,054
41220	Serious Habitual Offenders (SHO)	29,380	12,300	-	-	-
42155	Front Desk Operations	166,941	173,604	195,503	205,093	213,637
42200	911 Communications	2,558,821	2,701,890	2,789,388	3,619,364	3,767,939
42410	School Resources	601,792	639,321	660,866	769,031	801,335
42420	Public Affairs	144,407	156,473	152,931	168,259	174,485
42500	Police Business Services	1,807,767	2,098,395	2,017,045	2,153,595	2,156,137
42550	Records	1,100,391	1,132,909	1,117,933	1,215,485	1,255,729
42650	ABC Program	222,307	219,186	214,746	230,658	240,859
43100	Patrol	16,675,545	17,686,506	17,761,666	18,004,325	18,731,127
43200	Traffic/Special Operations	472,372	788,830	939,623	1,152,777	1,205,509
43205	Automatic Enforcement Red Light Program	844,717	831,166	814,958	904,415	868,314
43210	Parking Enforcement	186,977	205,770	163,631	197,400	203,458
43250	Police Training	105,363	162,023	107,690	148,100	150,322
43255	Special Projects/PTF	959,103	1,100,637	1,348,287	1,139,936	1,191,708
43300	Crime Analysis	212,225	212,520	217,312	217,019	225,959
43400	Swat Operations	154,162	166,597	111,040	149,657	150,690
43510	Field Operations Administration	993,129	961,288	796,518	1,156,663	1,210,125
43700	K-9 (Police Dogs)	19,474	26,940	27,370	24,000	24,360

EXHIBIT 4.08C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
43800	S.E.T.	363,662	275,262	501,224	515,701	538,022
43807	Vta Unified School Dist Actv	14,455	15,295	28,000	15,613	15,680
43812	Misc Security Req/Details	106,223	152,327	82,500	129,208	129,760
43818	Crossing Guards	35,018	34,903	40,000	40,000	40,600
43822	Filming Activities	6,280	-	-	-	-
43823	City Recreation Activities	5,192	8,609	-	-	-
43901	Pacific View Mall Security	3,814	-	-	-	-
GENERAL FUND (01)		\$35,533,289	\$38,225,102	\$38,771,445	\$41,083,707	\$42,601,939
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
42445	VCMC Er Contract	454,868	477,952	511,454	481,420	498,899
43710	NPDF K-9 Grant	-	37,349	-	-	-
43863	County Fair	202,922	210,335	210,000	210,000	210,043
43871	Jag 16 Grant	-	22,351	-	-	-
43874	2015 Homeland Sec Swat Equip	20,882	-	-	-	-
43920	OTS DUI 15-16 Selective Traffic Enforcement Program (Step)	34,109	-	-	-	-
43921	OTS DUI 16-17 Selective Traffic Enforcement Program (Step)	81,356	48,091	-	-	-
43922	Fy2017-18 OTS DUI-Selective Traffic Enforcement Program (Step)	-	139,818	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		\$794,137	\$935,896	\$721,454	\$691,420	\$708,942
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
49001	Neighborhood Drug And Crime Prevention	-	321,133	1,060,000	1,151,182	1,175,083
49002	Criminal Investigations	-	-	195,200	354,544	364,402
49003	Gang Violence Reduction	-	-	420,000	928,378	965,043
49004	Safe And Clean 2.0 - Police PTF	-	-	470,000	680,490	702,274
49005	Enhanced Focus Area Patrol	-	-	-	740,000	728,799
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	\$321,133	\$2,145,200	\$3,854,594	\$3,935,601
SUPPLEMENTAL LAW ENFORCEMENT FUND (14)						
41115	State Cops/Traffic Officers	189,500	185,140	235,949	239,735	248,983
SUPPLEMENTAL LAW ENFORCEMENT FUND (14)		\$189,500	\$185,140	\$235,949	\$239,735	\$248,983
LAW ENFORCEMENT FUND (15)						
22315	Rev Mgmt-Law Enforcement	-	1,255	-	-	-
43815	Narcotic Investigations	24,164	18,117	20,026	20,026	20,326
43816	Asset Seizure Federal	2,836	7,089	30,000	30,000	30,450
43817	Asset Seizure-15% Edu	179	4,260	10,000	10,000	10,150
LAW ENFORCEMENT FUND (15)		\$27,179	\$30,720	\$60,026	\$60,026	\$60,926
TOTAL EXPENDITURES		\$36,544,105	\$39,697,992	\$41,934,074	\$45,929,482	\$47,556,391

POLICE DEPARTMENT KEY PERFORMANCE INDICATORS

RESPOND TO IN-PROGRESS CRIMES & EMERGENCIES IN 5 MINUTES OR LESS, 90% OF THE TIME

OBJECTIVE:

Arrive on scene to crimes in progress and emergency calls within five minutes.

PROCESS:

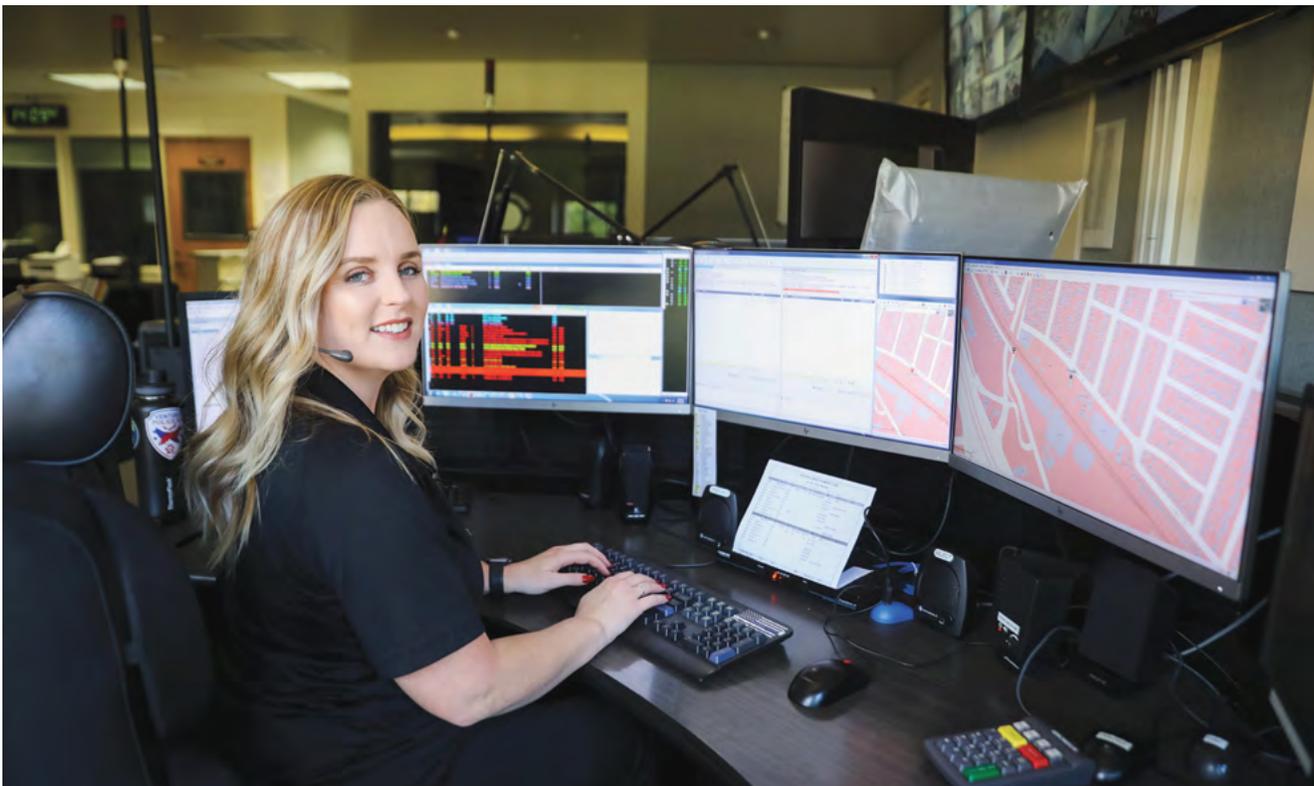
The Ventura Police Department prioritizes calls for service. Emergency and in-progress crimes are given the highest priority.

BENEFIT:

The timely arrival of police officers to a reported crime in-progress or other serious emergencies is vital to prevent injury or death, apprehend suspected criminals, identify witnesses and evidence, and enhance the solvability of the crime.



FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	90.0%	90.0%	90.0%	90.0%	90%
Actual	64.0%	63.0%	49.7%	49%	
Variance	(26.0%)	(26.0%)	(40.3%)	(41.3%)	



REDUCE THE MONTHLY AVERAGE OF 600 VAGRANCY RELATED CALLS FOR SERVICE BY 25%

OBJECTIVE:

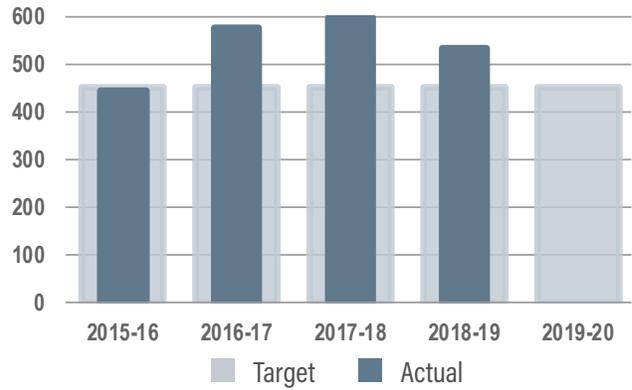
Reduce the number of chronic offenders related to vagrancy from the previous year.

PROCESS:

The Ventura Police Department measures police calls for service to behaviors related to vagrancy. Upon completion of a call the officer notes within the call history if the call was related to vagrancy.

BENEFIT:

The impacts of vagrancy are significant on the quality of life in a community. The City's Safe and Clean Initiative strategies help provide safe and clean public spaces for our community.



FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	450	450	450	450	450
Actual	445	576	596	534	450
Variance	-5	126	146	84	



PART I CRIME CLEARANCE RATES

OBJECTIVE:

Achieve a Crime Clearance Rate on Part-One Crimes (Crimes Solved) that is 2% better than the national average for the eight Part I crimes: homicide, rape, robbery, aggravated (felony) assault, burglary, larceny, motor vehicle theft, and arson. National Average Data is based off calendar year provided by the FBI.

PROCESS:

Part I crimes solved (clearance rates) are reported to the DOJ. Cases are cleared by arrest or exceptional means (want/warrant).

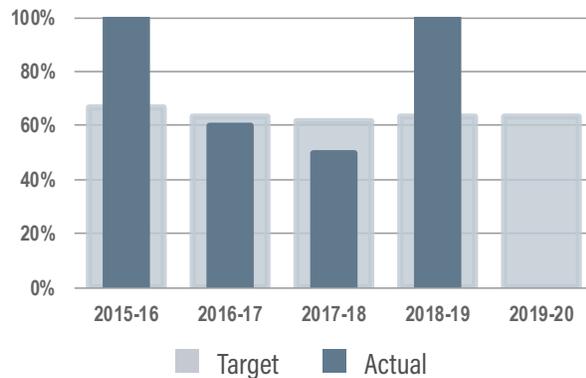
BENEFIT:

Tracking clearance rates can be an indicator of the effectiveness of overall policing strategies

*National Average Data is based off of calendar year provided by the FBI.
Most recent National Average data provided by FBI is for 2017.

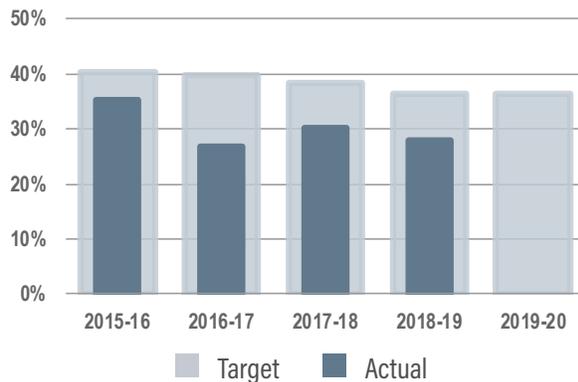
HOMICIDE CLEARANCE RATE

FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	64.5%	66.5%	100.0%	33.5%
2016-17	61.5%	63.5%	60.0%	(3.5%)
2017-18	59.4%	61.4%	50.0%	(11.4%)
2018-19	61.6%	63.6%	100.0%	36.4%
2019-20	61.6%	63.6%		



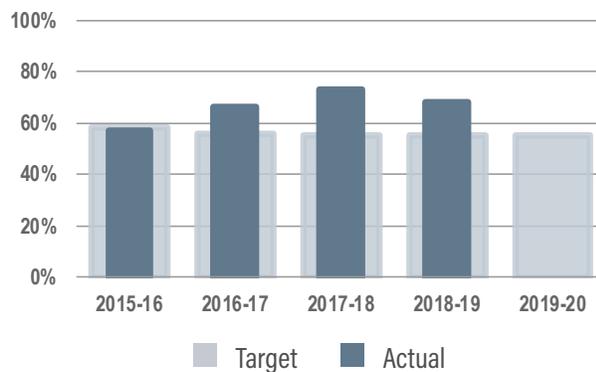
RAPE CLEARANCE RATE

FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	38.5%	40.5%	35.2%	(5.3%)
2016-17	37.8%	39.8%	26.8%	(13.0%)
2017-18	36.5%	38.5%	30.2%	(8.3%)
2018-19	34.5%	36.5%	28.00%	(8.5%)
2019-20	34.5%	36.5%		



AGGRAVATED ASSAULT CLEARANCE RATE

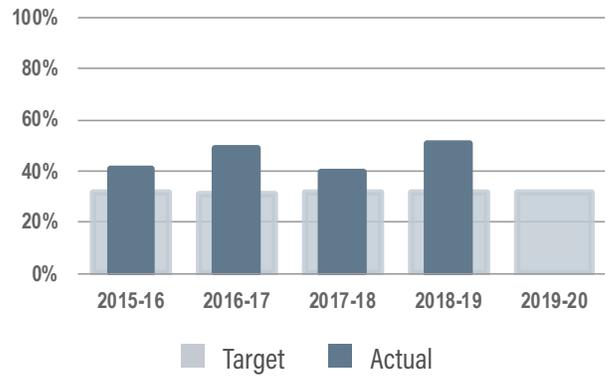
FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	56.3%	58.3%	57.0%	(1.3%)
2016-17	54.0%	56.0%	66.1%	10.1%
2017-18	53.3%	55.3%	72.9%	17.6%
2018-19	53.3%	55.3%	68.0%	12.7%
2019-20	53.3%	55.3%		



PART I CRIME CLEARANCE RATES (CONTINUED)

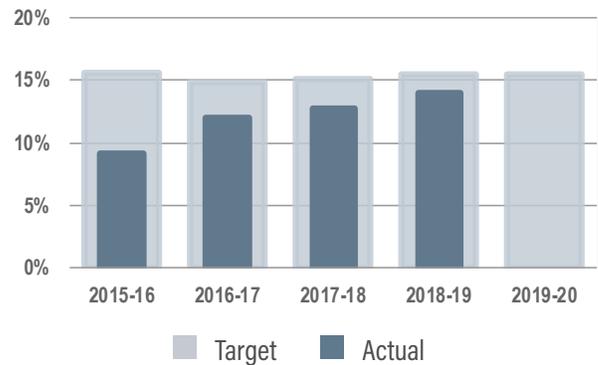
ROBBERY CLEARANCE RATE

FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	29.6%	31.6%	41.0%	9.4%
2016-17	29.3%	31.3%	48.7%	17.4%
2017-18	29.6%	31.6%	39.8%	8.2%
2018-19	29.7%	31.7%	51.0%	19.3%
2019-20	29.7%	31.7%		



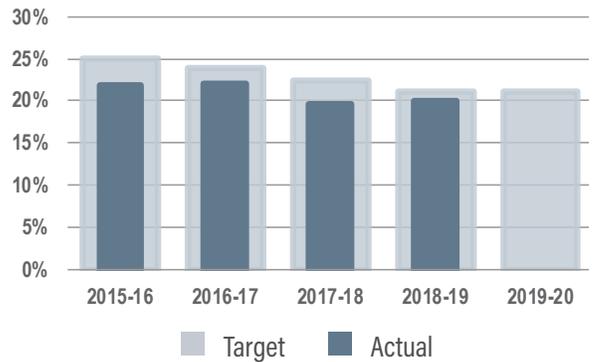
BURGLARY CLEARANCE RATE

FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	13.6%	15.6%	9.1%	(6.5%)
2016-17	12.9%	14.9%	12.0%	(2.9%)
2017-18	13.1%	15.1%	12.8%	(2.3%)
2018-19	13.5%	15.5%	14.0%	(1.5%)
2019-20	13.5%	15.5%		



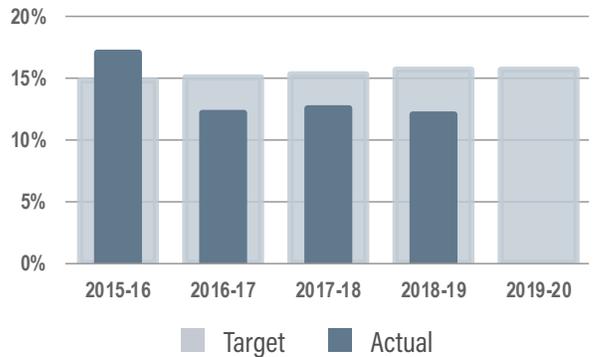
LARCENY-THEFT CLEARANCE RATE

FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	23.0%	25.0%	21.8%	(3.2%)
2016-17	21.9%	23.9%	22.0%	(1.9%)
2017-18	20.4%	22.4%	19.6%	(2.8%)
2018-19	19.2%	21.2%	20.0%	(1.2%)
2019-20	19.2%	21.2%		



MOTOR VEHICLE THEFT CLEARANCE RATE

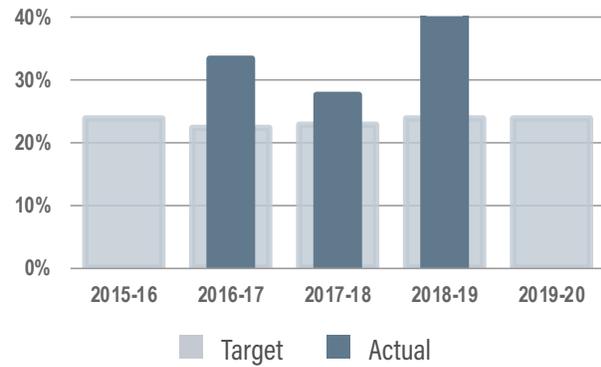
FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	12.8%	14.8%	17.0%	2.2%
2016-17	13.1%	15.1%	12.1%	(3.0%)
2017-18	13.3%	15.3%	12.5%	(2.8%)
2018-19	13.7%	15.7%	12.0%	(3.7%)
2019-20	13.7%	15.7%		



PART I CRIME CLEARANCE RATES (CONTINUED)

ARSON CLEARANCE RATE

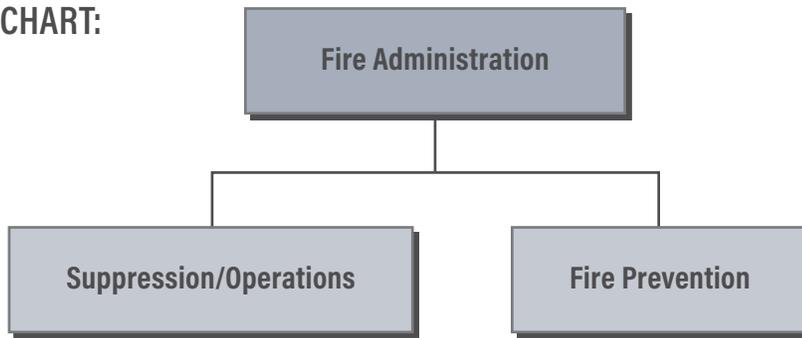
FISCAL YEAR	NATIONAL AVERAGE	TARGET	ACTUAL	VARIANCE
2015-16	22%	23.8%	0%	(23.8%)
2016-17	20%	22.4%	33%	10.9%
2017-18	20.8%	22.8%	27.7%	4.9%
2018-19	21.7%	23.7%	44.0%	20.3%
2019-20	21.7%	23.7%		





ORGANIZATION CHART:

FTE: 87.0



The Ventura City Fire Department maintains a highly trained and skilled workforce in many disciplines due to the unpredictable nature of emergencies. Our Firefighters provide exemplary service out of six fire stations located strategically across the City. The Fire Suppression/Operations Division provides 24-hour daily staffing of 22 Firefighters to protect the city, with one Battalion Chief overseeing the on-duty crews as well as a 40-hour daytime roving paramedic engine.

In 2018, Ventura City Fire responded to over 16,200 calls for service. Each of the Ventura City Fire companies is staffed with at least one advanced life support (ALS) emergency paramedic, making our response vehicles mobile emergency rooms in addition to the well-known firefighting machines they are. Many department members are cross-trained in numerous other disciplines such as Ocean Rescue, Urban Search and Rescue, and Hazardous Materials Response in addition to their Fire Suppression and Emergency Medical Service (EMS) duties. Ventura City Fire is an “all-hazards” emergency services agency, responding to a multitude of crises requiring our personnel to have highly specialized training, equipment, and response vehicles. The Firefighters also provide countless Community Risk

Reduction presentations throughout the City, aimed at preventing emergencies before they happen.

The Fire Prevention Division is responsible for developing and implementing programs and policies that prevent or reduce the magnitude of emergency occurrences such as loss of property and life, personal injury, or environmental damage. The Fire Prevention Division also reviews permits and building plans and oversees the proper installation of fire sprinkler, fire alarm, and fire suppression systems. Fire inspectors conduct inspections to ensure that current fire codes and standards are followed.

Hazardous Materials Specialists provide inspections for regulatory programs involving storage tanks and dangerous materials. The City Fire Department benefits from a close mutual-aid working relationship with our local partner Fire and EMS agencies in order to provide the fastest and most comprehensive service to the community. The Ventura City Fire Department is always proud to be on-duty and ready to serve the community, day or night.

EXHIBIT 4.09A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	19,542,047	18,991,079	20,023,748	21,039,596	21,688,816
02	General & Categorical Grant Program	513,054	688,195	-	-	-
05	Measure O-Transaction And Use Tax	-	1,586,522	1,724,000	2,212,400	2,284,739
TOTAL EXPENDITURES		\$20,055,101	\$21,265,796	\$21,747,748	\$23,251,996	\$23,973,555

EXHIBIT 4.09B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	17,072,467	17,958,523	18,604,033	19,866,235	20,659,564
520	Services And Supplies	961,399	1,093,008	643,485	890,685	806,726
560	Internal Services	2,007,394	2,010,836	2,440,379	2,465,076	2,477,265
570	Non-Operating	1,822	10,918	-	-	-
580	Debt Service	-	50	-	-	-
700	Capital Outlay	12,018	192,461	59,851	30,000	30,000
TOTAL EXPENDITURES		20,055,101	21,265,796	21,747,748	23,251,996	23,973,555

EXHIBIT 4.09C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
51100	Fire Administration	672,966	693,735	703,231	736,998	768,283
51150	Post Thomas Fire Rebuild	-	12,147	-	130,029	25,031
52100	Fire Suppression	16,354,113	15,339,676	16,552,347	16,429,855	17,021,562
52106	Roving Medic Engine	-	-	-	786,039	817,360
52110	Fire Suppression Admin	433,840	446,930	454,020	463,843	484,003
52115	Fire Communications	73,932	107,988	102,551	114,750	116,066
52150	Hazardous Materials Response	39,255	59,756	59,591	45,026	45,364
52200	Fire Training	365,083	453,815	427,584	464,192	480,074
52250	Fire Station Maintenance	70,035	61,462	20,923	30,225	30,679
52300	Apparatus & Equipment	162,330	154,053	48,692	72,550	73,638
52301	Emergency Vehicle Preemption	-	61,334	-	-	-
52350	Emergency Preparedness	6,762	3,208	6,530	6,190	6,239
52356	Paramedic Services	334,245	373,797	389,101	397,962	407,698
52400	Fire Prevention/Public Education	32,349	13,942	20,470	29,415	29,647
52450	Urban Search And Rescue	21,576	74,181	27,686	28,342	28,443
52460	Water Rescue	16,016	14,462	14,383	6,175	6,273
53210	Fire Prevention	690,833	845,333	776,853	865,537	898,371
53220	Hazardous Materials Cupa	268,713	275,263	419,786	432,468	450,085
GENERAL FUND (01)		\$19,542,047	\$18,991,079	\$20,023,748	\$21,039,596	\$21,688,816
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
26200	2016 Grove Incident-Oil Spill	12,730	-	-	-	-
52120	Mutual Aid Reimbursement	304,750	510,968	-	-	-
52121	Emergency Management Performance (EMPG)	29,527	-	-	-	-
52131	2017 EMPG Grant	-	1,920	-	-	-

EXHIBIT 4.09C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
52305	FY2015 FEMA_AFG_Survivability Regional Grant	20,577	13,279	-	-	-
52306	FY2015 FEMA_DHS_AFG_ Hazmat_Training_Grant	114,483	44,663	-	-	-
52335	FY2015 Homeland Sec_Hazmat Sustainment And USAR	30,987	18,119	-	-	-
52341	2016 Homeland Sec Hazmat Equip Grant	-	95,000	-	-	-
52342	Fy2016 Homeland Security - Cert	-	4,245	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		\$513,054	\$688,195	-	-	-
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
52105	Fire Suppression #4	-	1,586,522	1,724,000	2,212,400	2,284,739
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	\$1,586,522	\$1,724,000	\$2,212,400	\$2,284,739
TOTAL EXPENDITURES		\$20,055,101	\$21,265,796	\$21,747,748	\$23,251,996	\$23,973,555



FIRE DEPARTMENT KEY PERFORMANCE INDICATORS

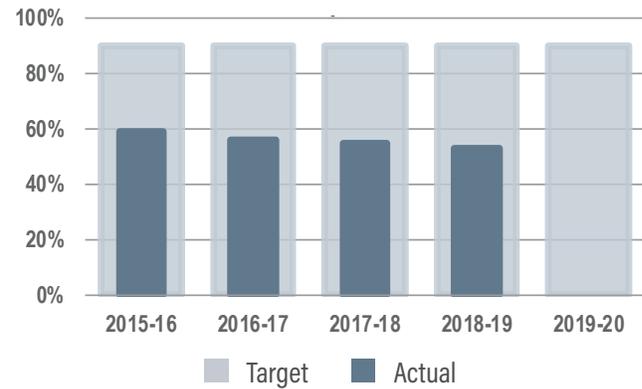
PERCENTAGE OF TIME RESPONSE TO EMERGENCY EVENTS IN FIVE MINUTES OR LESS

OBJECTIVE:

To achieve a target of 90 percent for emergency response arrival within five minutes.

PROCESS:

Automatic Vehicle Location (AVL) technology, negotiating mutual-aid and automatic-aid agreements with partner fire agencies, and installing traffic preemption controls on signaled intersections have helped achieve this goal.



BENEFIT:

Research has shown that medical intervention beginning within five minutes of a traumatic injury or cardiac event gives the patient a greater chance of survival.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
Target	90%	90%	90%	90%	90%
Actual	59%	56%	55%	53%	
Variance	(31%)	(34%)	(35%)	(37%)	





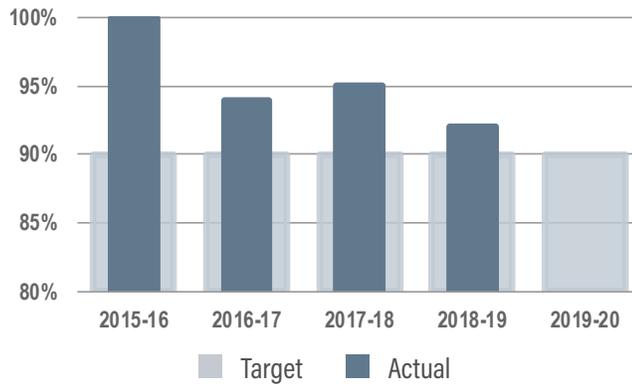
CONTAINMENT OF ALL STRUCTURE FIRES: PERCENTAGE OF FIRES LIMITED TO THE CONDITIONS FOUND UPON ARRIVAL

OBJECTIVE:

To effectively respond to fires and keep them from increasing in size and causing greater damage.

PROCESS:

Fire containment requires appropriate fire resources at strategic locations, maintenance of fire equipment, updated training in fire codes, suppression techniques, dispatch support, and traffic preemption controls.



BENEFIT:

Effective fire containment maximizes life safety for our community and minimizes damage to structures and property.

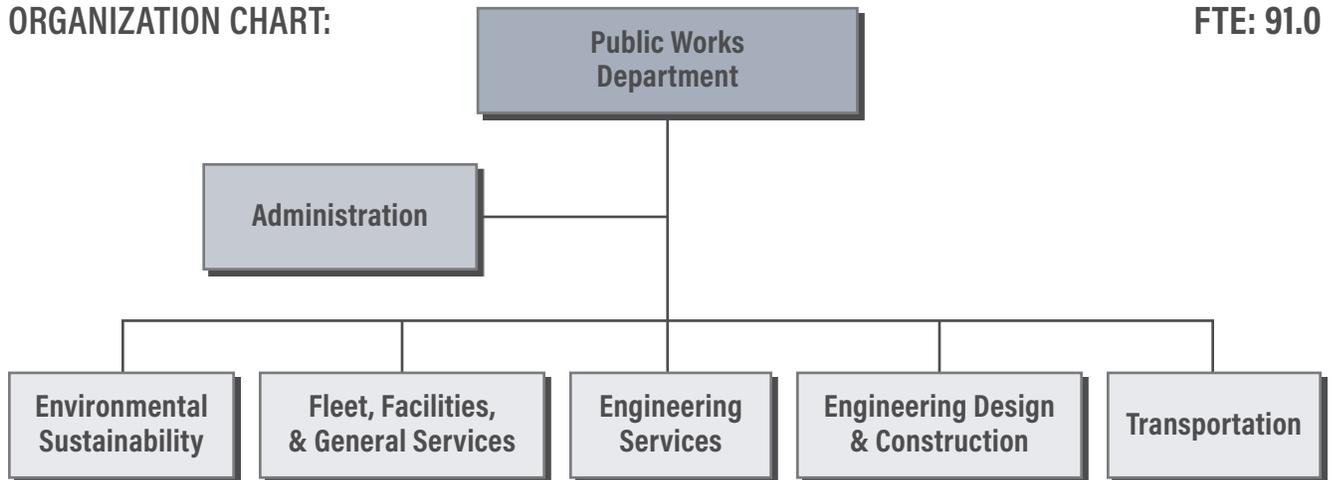
FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20 TARGET
Target	90%	90%	90%	90%	90%
Actual	100%	94%	95%	92%	
Variance	10%	4%	5%	2%	



PUBLIC WORKS

ORGANIZATION CHART:

FTE: 91.0



The Public Works Department is nationally accredited by the American Public Works Association. Public Works builds and maintains vital infrastructure and protects our environment for the safety and enjoyment of the people who live, work and visit Ventura. The Department maintains all the physical assets of the City, including the historic Ventura Pier, City Hall, and Olivas and Ortega Adobes. Public Works staff designs, builds, maintains and repairs streets, bicycle routes, public buildings, storm drain systems, traffic signals, and parking lots. Public Works facilitates transportation, delivers construction projects, repairs sidewalks, acquires and maintains City vehicles and equipment, and keeps City pathways safe and accessible.

Public Works staff removes graffiti and manages and promotes environmental programs such as waste reduction and trash removal services, recycling, street sweeping, and household hazardous waste collection. The department protects the ocean and beach water quality by cleaning 2,200 City storm drain catch basins and inlets and managing stormwater permits. The Public Works Department manages flood plain permitting and review, dredging at the Ventura Keys, and land development/grading permits.

EXHIBIT 4.10A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	8,155,694	8,891,569	10,329,930	10,202,240	10,373,288
02	General & Categorical Grant Program	1,865,058	2,003,370	1,151,044	1,186,800	1,215,798
04	Capital Improvement	151,215	490,843	1,307,000	1,470,300	1,470,300
05	Measure O-Transaction And Use Tax	-	1,145,832	4,870,000	8,582,401	8,659,928
06	TDA Art8C & Art4 Program	234,780	368,383	287,584	272,669	277,264
07	TDA Art3 Program	96,961	25,501	95,000	25,000	25,375
10	Transportation	1,111,124	1,007,820	7,646,447	1,862,000	1,862,000
12	Gas Tax	3,025,689	4,320,103	10,180,416	12,441,740	12,594,628
30	Downtown Parking District	894,947	1,285,837	1,228,000	1,231,000	1,252,356
42	Street Lighting District	1,285,142	1,315,649	1,374,703	1,280,755	1,299,929
64	Fleet Maintenance ISF	6,812,908	5,159,828	7,022,852	6,298,819	6,370,499
65	Facilities Maintenance ISF	3,708,578	3,863,626	4,294,929	4,367,235	4,397,550
TOTAL EXPENDITURES		\$27,342,098	\$29,878,362	\$49,787,905	\$49,220,959	\$49,798,915

EXHIBIT 4.10B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	7,363,349	8,196,128	8,603,558	8,946,935	9,299,498
520	Services And Supplies	9,508,537	10,480,113	12,120,669	25,352,053	25,608,494
560	Internal Services	2,051,146	2,078,541	2,446,068	2,378,645	2,397,597
570	Non-Operating	1,408,415	1,516,791	-	-	-
580	Debt Service	12,103	27,136	83,019	83,019	83,019
700	Capital Outlay	3,165,989	1,695,537	3,190,000	2,353,000	2,353,000
750	Reserves & Contingencies	-	-	824,022	2,088,040	2,038,040
900	Transfers	935,718	864,983	632,167	478,348	478,348
TOTAL EXPENDITURES		\$24,445,258	\$24,859,230	\$27,899,503	\$41,680,040	\$42,257,996
800	CIP	2,896,840	5,019,132	21,888,402	7,540,919	7,540,919
TOTAL CIP & EXPENDITURES		\$27,342,098	\$29,878,362	\$49,787,905	\$49,220,959	\$49,798,915



EXHIBIT 4.10C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
61100	Public Works Administration	509,010	560,278	590,682	786,304	818,233
61102	Safe And Clean Repair And Maintenance	61,351	37,489	-	-	-
61150	Thomas Fire Recovery-PW	-	35,140	-	-	-
62211	Environmental Administration	82,340	104,108	112,775	119,391	122,940
62226	Roadway Infrastructure Maintenance	1,207,999	1,521,587	1,508,490	1,337,298	1,304,736
62251	Traffic Signs And Pavement Markings	273,323	351,839	343,755	323,211	332,407
62263	Traffic Operations And Signal Maintenance	1,087,981	1,226,914	1,324,106	1,195,481	1,214,768
62500	Public Works Safety	65,838	61,425	71,481	86,492	88,884
62501	Downtown Cleaning	330,840	130,200	130,200	130,200	130,200
62502	Graffiti Removal	171,221	183,962	200,271	196,160	201,532
62602	Parking Structures Operations & Management	339,085	316,565	344,479	336,592	339,405
65201	Transportation Administration	635,467	674,194	703,563	638,295	660,360
65310	Construction	976,919	733,880	500,751	472,857	483,851
65501	Design	491,049	522,387	487,698	530,592	546,376
65502	Keys Dredging	3,654	28,278	95,031	95,291	95,721
65503	Surfers Point Cobble	116,450	49,820	-	-	-
65504	Design-Ventura Water/Wastewater	-	-	-	398,657	416,950
65600	Land Development	683,210	699,991	912,584	831,673	830,261
65601	Engineering Services	129	425,501	885,466	706,900	737,132
65602	Real Property Administration	-	170,746	391,711	384,964	394,170
66100	Stormwater Utility Maintenance	585,096	610,421	604,104	578,464	584,007
66101	Sand Management	251,143	223,026	182,036	187,429	188,987
66201	Storm Water Compliance	-	-	586,420	539,188	550,093
66300	Street Sweeping/Safe And Clean	283,589	223,818	354,327	326,801	332,275
GENERAL FUND (01)		\$8,155,694	\$8,891,569	\$10,329,930	\$10,202,240	\$10,373,288
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
10730	Household Hazardous Waste Services	237,507	234,076	274,383	282,290	287,957
10731	Environmental AB939 Services	799,662	851,886	876,661	904,510	927,841
10746	FY 2015 Beverage Container Grant	28,491	-	-	-	-
10747	Used Oil Grant (Opp5)	70	-	-	-	-
10748	Beverage Container Grants	34,020	28,045	-	-	-
10749	Used Oil Grant (Opp6)	29,795	32,765	-	-	-
65211	School Zone Safety	20	-	-	-	-
65251	Traffic Safety	211,313	259,017	-	-	-
65252	Transportation Asset Management	5,422	3,935	-	-	-
65253	Systemic Safety Analysis Grant	-	76,342	-	-	-
66200	Storm Water Compliance	518,758	517,305	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		\$1,865,058	\$2,003,370	\$1,151,044	\$1,186,800	\$1,215,798

EXHIBIT 4.10C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
CAPITAL IMPROVEMENT FUND (04)						
22004	Rev Mgmt-General Fund-CIP	9,059	40,831	-	-	-
93045	City Hall HVAC Improvements	4,063	-	-	-	-
93049	Marina Park Restroom Repl & Park Impr	78,485	-	-	-	-
93053	Promenade Repair And Improvements	28,523	-	-	-	-
93059	Green Street - Hartman Drive	28,159	-	-	-	-
93061	Pier Corrosion Repairs	234	-	425,000	350,000	350,000
93062	Police/Fire HQ HVAC Renovations	2,692	412,915	-	-	-
93063	Hall Canyon Channel Drainage Improvements	-	-	132,000	132,000	132,000
93064	Pier Electrical And Lighting Infrastructure Repl	-	-	-	85,000	85,000
93065	Maintenance Yard Building Infrastructure Repair	-	-	-	193,500	193,500
93066	Pierpont Neighborhood Storm Water Lift Stations	-	23,570	-	9,800	9,800
93067	Police/Fire HQ Locker Room Renovation	-	13,526	750,000	700,000	700,000
CAPITAL IMPROVEMENT FUND (04)		\$151,215	\$490,843	\$1,307,000	\$1,470,300	\$1,470,300
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
69005	Harbor/Olivas Pk Dr Storm Drain Replacement	-	18,899	-	-	-
69006	Hall Canyon Channel Drainage Improvements	-	20,510	-	749,304	749,304
69007	Drainage Repair And Maintenance	-	28,211	115,000	65,000	65,975
69008	Coastal Shoreline Preservation	-	1,473	100,000	288,514	288,514
69009	Ventura Pier Maintenance	-	115,000	65,000	65,000	65,975
69010	Barranca Vista Center Repairs/Refurbishment	-	29,693	-	650,000	650,000
69011	City Hall Terracotta Maintenance	-	6,973	-	347,109	347,109
69012	Arroyo Verde Park Middle Restroom Replacement	-	10,834	-	-	-
69013	Alley & Parking Lot Maintenance And Repair	-	99,048	185,000	611,096	620,262
69014	Clean Public Restrooms	-	30,382	50,000	50,000	50,750
69015	Downtown And Wellness Dist Sidewalk Repair/ADA	-	66,359	-	850,000	862,750
69016	Street Resurfacing Telephone Rd, Main To Mcgrath	-	58,271	-	-	-
69017	Slurry Seal-North Victoria Ave Neighborhood	-	2,977	-	-	-
69018	Street Resurfacing-Petit And Northbank Drive	-	341,043	-	-	-
69019	Street Resurfacing-Telegraph Rd-Main To Mills	-	105,068	-	967,109	981,616

EXHIBIT 4.10C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
69020	Street Resurfacing- Alessandro-Seaward To End	-	45,951	-	-	-
69021	Street Resurfacing-Portola Rd-Telephone To Ralston	-	52,603	-	-	-
69022	Protect And Seismically Improve Bridges	-	24,814	950,000	281,675	285,900
69023	Traffic Signal System Upgrade	-	87,723	-	640,000	640,000
69024	Traffic Signals, Signs And Guardrail Maintenance	-	-	145,000	145,000	147,175
69025	Eastside Sidewalk - ADA Improvements	-	-	700,000	569,588	578,132
69026	Street Resurfacing - Olivas Park, Victoria-Golf Course Dr.	-	-	650,000	-	-
69027	Street Resurfacing - Victoria Ave., Viewcrest To Plainview	-	-	300,000	-	-
69028	Street Resurfacing - Portola Road, Telephone To Thille	-	-	350,000	-	-
69029	Main Street At Borchard Intersection Improvements	-	-	130,000	130,000	131,950
69030	Pierpont Neighborhood Storm Water Lift Stations	-	-	740,000	739,006	739,006
69031	Citywide Striping Services	-	-	90,000	90,000	91,350
69032	Citywide Street Light Maintenance	-	-	50,000	50,000	50,750
69033	Flood And Watershed Program	-	-	250,000	-	-
69034	Promenade Structural Maintenance	-	-	-	200,000	203,000
69035	Westside Sidewalks and ADA Access	-	-	-	700,000	710,500
69036	Citywide Sidewalk Maintenance	-	-	-	200,000	203,000
69037	Citywide Street Maintenance/Paving	-	-	-	194,000	196,910
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	\$1,145,832	\$4,870,000	\$8,582,401	\$8,659,928
TDA ART8C & ART4 PROGRAM FUND (06)						
22006	Rev Mgmt TDA Art8C & Art4	2,075	-	-	-	-
90602	Transit Facilities Maint	232,705	368,383	287,584	272,669	277,264
TDA ART8C & ART4 PROGRAM FUND (06)		\$234,780	\$368,383	\$287,584	\$272,669	\$277,264
TDA ART3 PROGRAM FUND (07)						
22007	Rev Mgmt TDA Art3	2,968	-	-	-	-
90716	Bike Safety Education	882	16,616	70,000	25,000	25,375
90717	Five Points Intersection Funds Management	6,601	8,885	25,000	-	-
90718	Seaward Bike Safety Funds Mgmt (91047)	86,510	-	-	-	-
TDA ART3 PROGRAM FUND (07)		\$96,961	\$25,501	\$95,000	\$25,000	\$25,375

EXHIBIT 4.10C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
TRANSPORTATION FUND (10)						
22010	Rev Mgmt-Transportation	127,803	242,900	-	1,112,000	1,112,000
91019	Olivas Park Drive Extension	330,042	104,467	5,328,690	250,000	250,000
91049	Olivas Levee	180,158	130,719	745,757	250,000	250,000
91050	Sewerline - Olivas Interconnect To MCSD	1,038	-	-	-	-
91051	Olivas Park Drive - MCSD Plant Demolition	401,743	419	300,000	-	-
91052	Street Resurfacing - Johnson Dr. - Telephone To Bristol	34	864	1,147,000	250,000	250,000
91053	Street Resurfacing - North Bank Dr. - Bristol To Petit	48,476	67,396	125,000	-	-
91054	Street Resurfacing - Harbor Blvd. - California To Sanjon	34	-	-	-	-
91056	Street Resurfacing - W. Main St. - Ventura Ave. To Bridge	21,797	461,053	-	-	-
TRANSPORTATION FUND (10)		\$1,111,124	\$1,007,820	\$7,646,447	\$1,862,000	\$1,862,000
GAS TAX FUND (12)						
22012	Rev Mgmt-Gas Tax	451,103	484,242	57,461	77,540	77,892
65254	Systemic Safety Analysis Match	-	2,078	-	-	-
65262	Transportation Asset Management	-	-	18,000	28,000	28,420
65265	Traffic Safety	-	53	220,000	220,000	223,300
91007	California St Bridge Upgrade	589,728	62,839	220,000	329,000	329,000
91010	Five Points Intersection Improvements	6,576	16,309	25,000	-	-
91014	California St/Hwy 101	4,957	653	-	-	-
91017	Harbor/Vista Del Mar Improvements	199	-	188,700	169,000	169,000
91021	Bus Center & Shelters	-	-	-	-	-
91023	Traffic Signal Infrastructure Modernization	10	139	-	-	-
91027	Ventura River Trail - Sheridan Way Bike Path Link	-	-	158,000	148,000	148,000
91029	Hwy 126 Bike Path Gap Closure	5,180	117,078	330,455	215,000	215,000
91032	Telegraph Rd - Anacapa Middle School Srts - 2011	57,130	211,531	802,800	717,000	717,000
91036	US 101 - Oak Street Offramp	51,822	26,952	-	290,000	290,000
91040	Street Maintenance Asphalt	47,735	49,967	70,000	70,000	71,050
91042	Northbank Ext-Cabrillo Village	-	-	-	27,200	27,200
91043	Street Resurfacing - 2016 Slurry/Cape Seal	1,217	-	-	-	-
91044	Street Resurfacing-Loma Vista - Main St To Mills	52,122	1,036,654	-	-	-
91045	Street Resurfacing - Ventura Avenue	1,179,182	152,110	-	-	-
91046	Street Resurfacing - 2017 Slurry/Cape Seal	279,752	888,964	-	-	-

EXHIBIT 4.10C: EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
91047	Seaward Ave Bike Safety Improvements	85,551	10	-	-	-
91048	Westside Pedestrian / Bicycle Improvement	206,769	1,097,827	-	-	-
91060	Main Street Bridge Replacement	5,354	73,032	400,000	200,000	200,000
91061	Street Resurfacing - 2018 Slurry/Cape Seal	686	37,497	545,000	-	-
91062	Stanley Avenue/Hwy. 33 Interchange Improvement	617	653	10,000	100,000	100,000
91064	Street Resurfacing-Johnson Dr (Bristol To Hwy 101) (SB1)	-	61,517	1,854,000	1,600,000	1,624,000
91065	Street Resurfacing-Alessandro-Seaward To End	-	-	120,800	-	-
91066	Street Resurfacing-Portola Rd-Telephone To Ralston	-	-	210,800	-	-
91067	Street Resurfacing - 2019 Slurry/Cape Seal	-	-	600,000	478,200	485,373
91068	Street Resurfacing - 2020 Slurry/Cape Seal	-	-	-	1,000,000	1,015,000
91069	Street Resurfacing-Telephone Rd, Partridge To Ramelli (SB1)	-	-	-	1,270,900	1,289,964
91070	Montalvo Safe Route To School Impr	-	-	137,500	-	-
91071	Harmon Barranca Bike Path Corridor	-	-	6,000	-	-
91072	Street Resurfacing-Olivas Park, Victoria To Golf Course Dr	-	-	-	50,000	50,750
91073	Street Resurfacing-Victoria,Telephone To Hwy 126 (SB1)	-	-	1,200,000	500,000	507,500
91074	Street Resurfacing-Ralston, Portola To Victoria (SB1)	-	-	1,285,000	1,245,000	1,263,675
91075	Street Resurfacing-Telephone Rd, Victoria To Partridge (SB1)	-	-	1,270,900	1,270,900	1,289,964
91076	Street Resurfacing-Telephone Rd, Main To Mcgrath	-	-	450,000	109,000	110,635
91077	Street Resurfacing-Telephone, Saratoga To Victoria	-	-	-	1,067,000	1,083,005
91078	Street Resurfacing-Walker/ Moon Dr, Dowell To Victoria	-	-	-	1,260,000	1,278,900
GAS TAX FUND (12)		\$3,025,689	\$4,320,103	\$10,180,416	\$12,441,740	\$12,594,628
DOWNTOWN PARKING DISTRICT FUND (30)						
62633	Downtown Parking District Operations	847,324	1,285,837	1,228,000	1,231,000	1,252,356
99900	Beachfront Parking Structure (Parcs)	47,623	-	-	-	-
DOWNTOWN PARKING DISTRICT FUND (30)		\$894,947	\$1,285,837	\$1,228,000	\$1,231,000	\$1,252,356
STREET LIGHTING DISTRICT FUND (42)						
65401	Street Lighting District No 36	1,285,142	1,315,649	1,374,703	1,280,755	1,299,929
STREET LIGHTING DISTRICT FUND (42)		\$1,285,142	\$1,315,649	\$1,374,703	\$1,280,755	\$1,299,929

EXHIBIT 4.10C: EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
FLEET MAINTENANCE ISF FUND (64)						
22253	Depreciation-Fleet Maintenance	948,715	1,018,503	-	-	-
22362	Rev Mgmt-Fleet Maintenance	27,167	50,592	-	-	-
62301	Fleet Maintenance & Operations	2,772,254	2,922,725	3,292,712	3,476,680	3,545,810
62311	Vehicle Equip Replacement	736,009	802,042	680,140	661,281	661,431
62312	Police Equipment Replacement	860,058	267,343	850,000	654,858	655,008
62313	Ventura Water Equipment Replacement	1,468,706	98,623	895,000	971,000	971,150
62321	Fire Equip Replacement	-	-	1,305,000	535,000	537,100
FLEET MAINTENANCE ISF FUND (64)		\$6,812,908	\$5,159,828	\$7,022,852	\$6,298,819	\$6,370,499
FACILITIES MAINTENANCE ISF FUND (65)						
22254	Depreciation-Facilities Maintenance	55,089	48,173	-	-	-
22363	Rev Mgmt - Facilities Maintenance	8,911	10,109	-	-	-
62410	Facilities Maintenance	3,105,998	3,324,579	3,389,929	3,489,643	3,506,867
62414	Facilities Replacement	538,580	480,766	905,000	877,592	890,683
FACILITIES MAINTENANCE ISF FUND (65)		\$3,708,578	\$3,863,626	\$4,294,929	\$4,367,235	\$4,397,550
TOTAL EXPENDITURES		\$27,342,098	\$29,878,362	\$49,787,905	\$49,220,959	\$49,798,915



PUBLIC WORKS KEY PERFORMANCE INDICATORS

INCREASE BIKE RIDING IN THE CITY OF VENTURA BY 2.5% EACH YEAR

OBJECTIVE:

This measure tracks bike riding in the City, which is an indicator of bicycling conditions and alternative transportation acceptance in the City.

HISTORY:

Several different counting methods have been tested over the years. Beginning in 2017, the Transportation Division began installing permanent bicycle counters during repaving projects, where there are significant bicycle facilities or significant changes to existing bicycle facilities. These permanent counters provide real-time statistics that can be averaged over the entire year.

PROCESS:

Permanent bicycle counters installed throughout the city will be reviewed annually. For each counter with at least a years' worth of data, a percent increase/decrease of the daily average, relative to the previous year, will be added together to get a city-wide average. We work to improve biking conditions by seeking grant funds for improvements and working on bike safety educational programs. No statistics are presented for this performance indicator because sufficient data is not yet available. Comparison data will be presented in future fiscal years

BENEFIT:

Bike riding is an integral component of the City's mobility system while concurrently improving physical health. Increased bike riding is an indication of having bicycling facilities and features that are safe and convenient to use.





CLEAN BEACHES - OCEAN WATER QUALITY

OBJECTIVE:

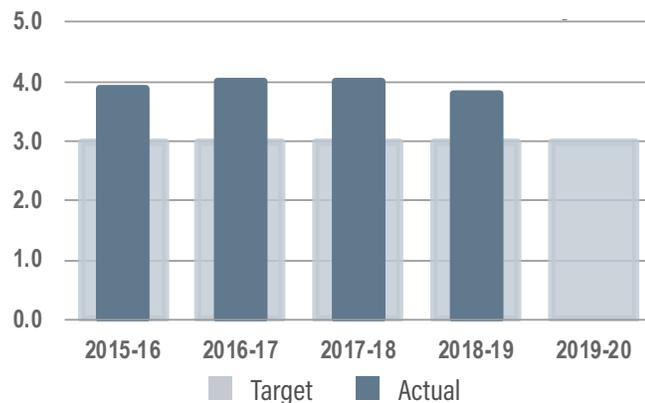
To analyze bacteria levels and assign each beach an A-F grade based on the risk of getting sick from contact with the water.

PROCESS:

Eleven sites are tested weekly from April - October by the County Environmental Health Department. Heal the Bay, a non-profit organization, takes the data and analyzes it and then reports an annual "Beach Report Card" every Fall. Our performance measure reports the grade provided by Heal the Bay.

BENEFIT:

Those who swim, surf, or play in coastal water polluted with high levels of bacteria can become ill with stomach flu, colds, and skin rashes. Polluted water also harms fish, shellfish, crabs, and other marine life and plants along Ventura's coast. The Heal the Bay Beach Report helps the City measure the success of stormwater programs to protect Ventura's coastal water.



OTHER:

The City implements an array of programs designed to keep our beaches and waterways clean, including street sweeping services, installing trash screens in storm drain inlets near high litter areas, regular cleaning of 1,800 storm drain inlets, responding to illegal stormwater discharges, and more.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	3.0	3.0	3.0	3.0	3
Actual	3.9	4.0	4.0	3.8	
Variance	0.9	1.0	1.0	0.8	



PAVEMENT CONDITION INDEX

OBJECTIVE:

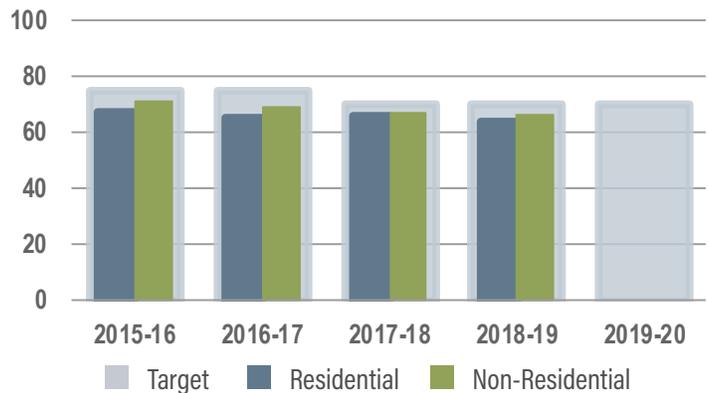
To track the City's overall Pavement Condition for all City streets.

PROCESS:

The City implements and updates a 5-year Pavement Maintenance Plan annually and includes a list of streets scheduled to be repaved or resurfaced as part of the Capital Improvement Plan. It also includes a qualitative analysis of street conditions utilizing a Pavement Condition Index (PCI).

BENEFIT:

By knowing the condition of our streets, we can update and optimize our strategy for accomplishing maintenance goals. The maintenance of City streets is key to the accessibility and mobility of a community.



OTHER:

Annually, the five-year Pavement Maintenance Plan is updated, which is driven by available funding.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Non-Residential					
Target	75	75	70	70	70
Actual - (Average for Sept., March)	71	69	67	66	
Variance	(4)	(6)	(3)	(4)	
Residential					
Target	75	75	70	70	70
Actual - (Average for Sept., March)	67	65	66	64	
Variance	(8)	(10)	(4)	(6)	

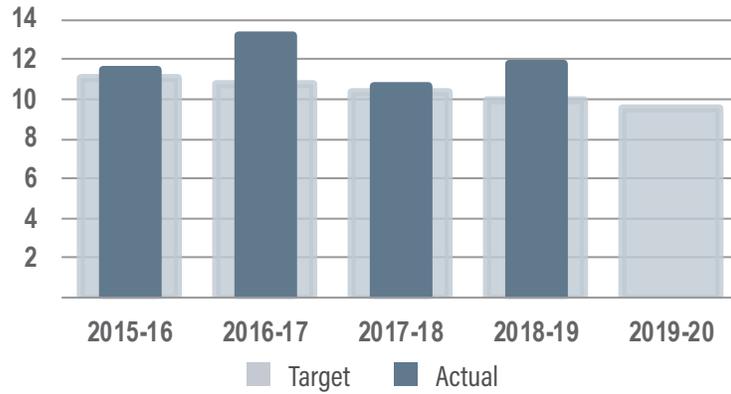
REDUCE CITY OPERATIONS GREENHOUSE GAS EMISSIONS

OBJECTIVE:

To dramatically reduce greenhouse gas emissions.

PROCESS:

The City has pursued energy and fuel conservation efforts to reduce emissions and operating costs by cutting our use of electricity, natural gas, and vehicle fuel. This is measured with reports from Southern California Edison, the Gas Company, and the City's fuel usage. Our target is reduced by 2.8% (385 tons) every year using 2008 baseline data.



BENEFIT:

Reducing the City's greenhouse gas emissions is consistent with the statewide Global Warming Solutions Act, although individual jurisdictions are not yet required to comply. In addition, reducing greenhouse gas emissions through energy and fuel efficiency is fiscally responsible.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	11,076	10,766	10,306	9,921	9,536
Actual	11,409	13,153	10,666	11,734	
Variance	333	2,387	360	1,813	



REDUCE LITTER IN HIGH VISIBILITY PLACES

OBJECTIVE:

To be informed of the general trend of litter in our community and to identify areas where additional clean-up measures are needed.

PROCESS:

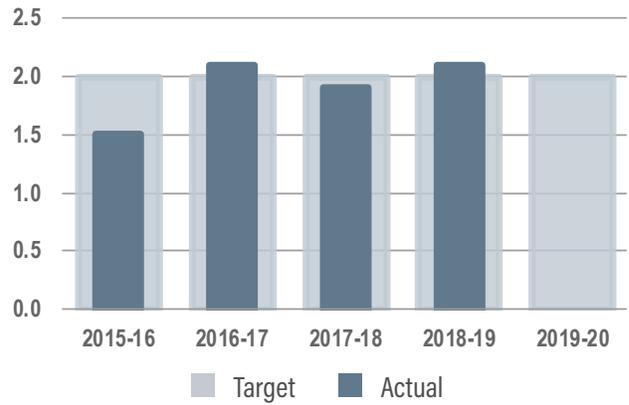
The Litter Index is measured every Fall on an annual basis by a group of volunteers and City staff. The group conducts a “window” survey of 31 designated litter hot spots and provides a score for each location.

BENEFIT:

The identification of high litter areas and the removal of litter from parks, streets, and beaches through volunteer clean-ups and street sweeping provides a clean community.

OTHER:

The City provides monthly street sweeping in residential neighborhoods and weekly or daily in commercial areas. Trash barrels are provided at bus stops and high pedestrian areas. Volunteers are coordinated to remove litter from beaches and parks.



FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	2	2	2	2	2
Actual	1.5	2.1	1.9	2.1	
Variance	(0.5)	0.1	(0.1)	0.1	

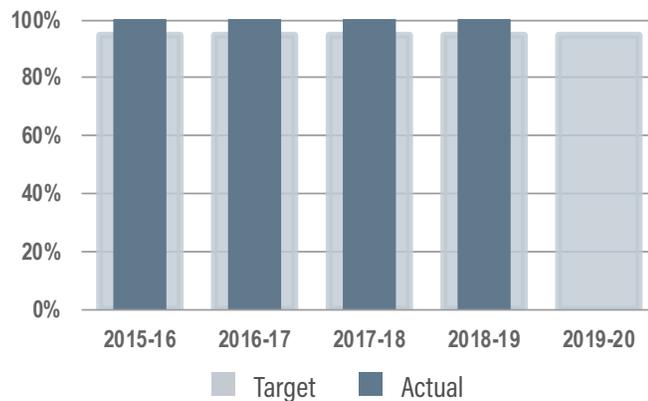




GRAFFITI

OBJECTIVE:

This measure tracks the number of graffiti incidents that occur on City property and the Union Pacific Railroad Trestle and the amount of time it takes to abate the graffiti.



PROCESS:

Graffiti is reported via email and phone calls to the Graffiti Hotline by citizens and City employees. Also, the Graffiti team (one full-time and one half-time employee) routinely patrol most commonly abused public spaces. Graffiti removal is done by using paint and/or chemical solvents depending on the type of surface, and is removed within 24-48 hours of a notification in over 95% of the incidences.

Graffiti on the Union Pacific Railroad Trestle requires coordination with the railroad and the California Highway Patrol to ensure safe access along the railroad tracks and the safety of the commuters below. This coordination between these two agencies generally takes longer than 24-48 hours to schedule.

OTHER:

The Graffiti team collaborates closely with the Police Department to assist in documenting the graffiti and possible restitution.

BENEFIT:

Maintaining clean and inviting public places in Ventura is an important goal. It is especially the most visible indicator of the "wellness" and economic viability of a community. The City of Ventura is committed to promptly removing graffiti from public areas. Experience has shown that removing graffiti as soon as it occurs is the best prevention against crime.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	95%	95%	95%	95%	95%
Actual	100%	100%	100%	100%	95%
Variance	5%	5%	5%	5%	

VEHICLE AVAILABILITY

OBJECTIVE:

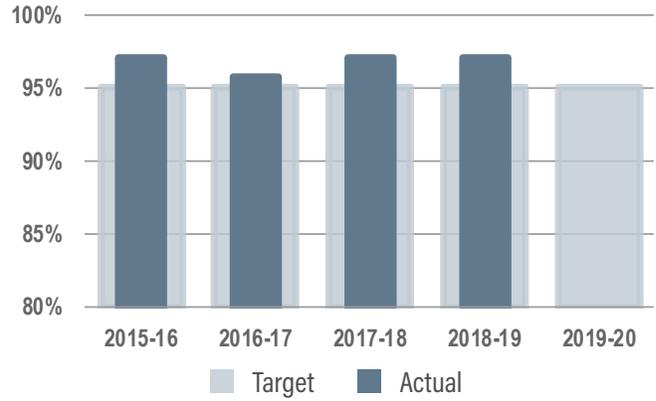
To ensure the average vehicle availability is 95% on a 24/7 calendar.

PROCESS:

Fleet Services defines and prescribes all required Preventive Maintenance (PM) servicing and repairs of vehicles/equipment. Preventive Maintenance includes driver/operator inspections, PM Inspections, regulatory inspections and services (smog, tire, commercial), and scheduled component repair, thus minimizing unscheduled repairs, increasing vehicle availability and reducing costs.

OTHER:

Vehicle availability is an indicator of the percentage of the fleet that is available to our customers; it reflects the effectiveness of the maintenance arrangements between our customers and the Fleet Services Section.



Vehicle availability will rarely reach 100% due to the need for routine preventive maintenance, unscheduled maintenance (breakdowns), and accident repairs. It is the goal of Fleet Services to maintain vehicle availability rate of 95%. Though a vehicle may be in the shop for preventive maintenance or repairs, our customers are able to carry on with their duties by utilizing the motor pool.

BENEFIT:

Maintaining safe, reliable and economical vehicles helps to ensure our customers deliver and support direct public services to the citizens of the City of Ventura.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Target	95%	95%	95%	95%	95%
Actual	97%	96%	97%	97%	
Variance	2%	1%	2%	2%	

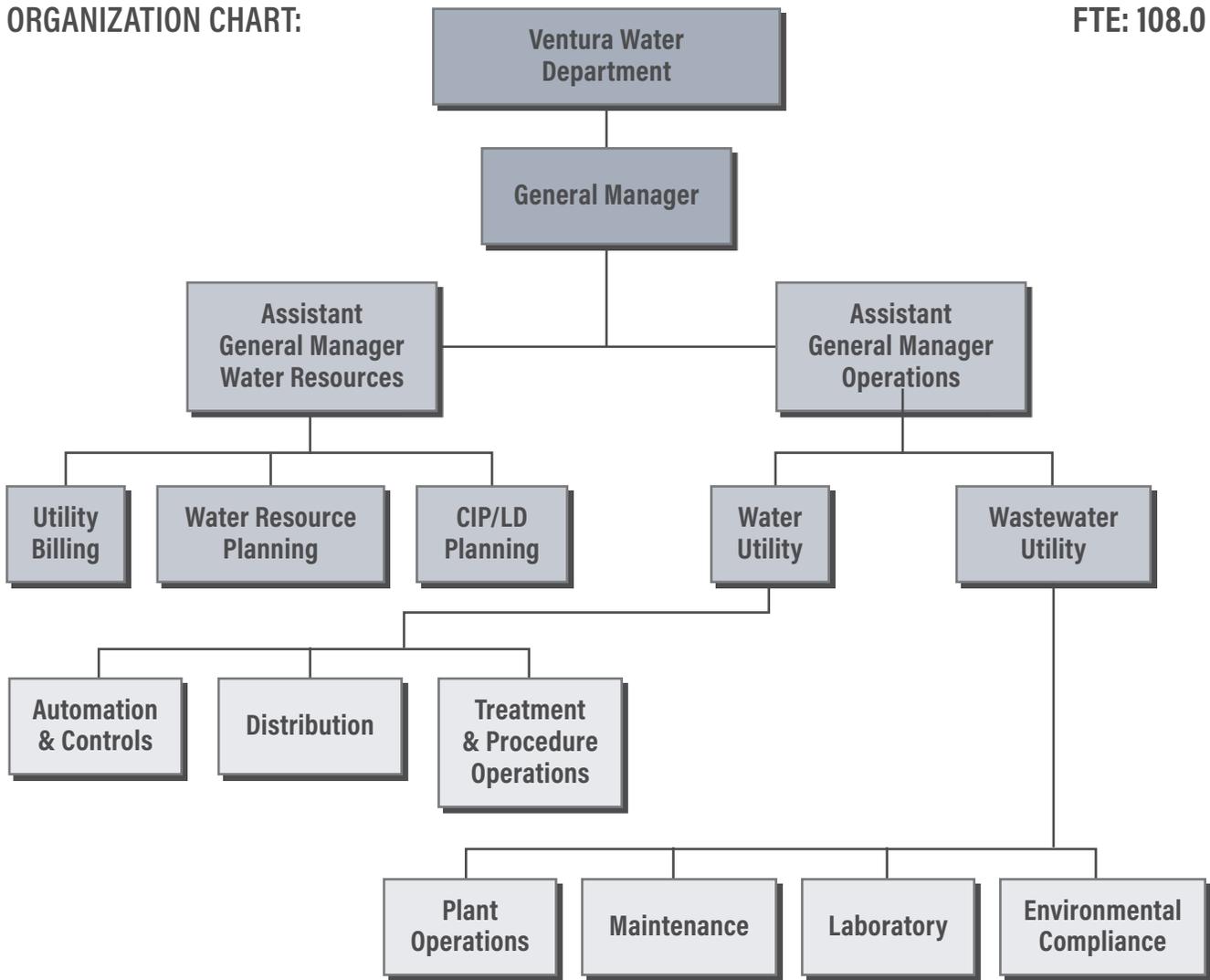






ORGANIZATION CHART:

FTE: 108.0



Ventura Water envisions itself as an “innovative leader enhancing the vitality of Ventura.” The staff of over 100 people proudly provides local, reliable, and quality services for current customers and plans for future generations. This department provides integrated water and wastewater services to 113,000 customers with approximately 32,000 service connections. Ventura’s drinking water sources are all local and its reclamation facility treats daily more than seven million gallons from homes and businesses.



EXHIBIT 4.11A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
51	Wastewater Operations	21,907,997	22,550,512	23,566,060	23,440,355	23,541,904
52	Water Operations	30,455,454	29,272,601	37,101,947	38,798,028	38,703,028
71	Wastewater Capital	9,146,671	3,195,077	27,679,000	19,693,500	19,693,500
72	Water Capital	7,068,902	4,454,128	26,217,500	19,940,500	19,940,500
75	Estuary Protection	40,369	76,954	2,438,550	2,270,000	2,326,750
TOTAL EXPENDITURES		\$68,619,395	\$59,549,271	\$117,003,057	\$104,142,383	\$104,205,682

EXHIBIT 4.11B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	11,266,432	11,060,274	12,859,887	12,493,944	12,893,963
520	Services And Supplies	17,336,684	17,142,348	20,243,048	26,639,371	26,595,675
560	Internal Services	5,045,106	5,060,474	5,365,112	5,450,988	5,466,760
570	Non-Operating	10,522,374	11,294,866	50,000	50,000	50,000
580	Debt Service	4,539,663	4,529,710	7,247,863	7,246,803	7,246,803
700	Capital Outlay	228,980	219,922	215,000	655,000	255,000
750	Reserves & Contingencies	63,192	-	4,238,550	4,156,505	4,213,255
900	Transfers	5,784,289	4,948,730	13,887,097	9,284,772	9,319,226
TOTAL EXPENDITURES		\$54,786,720	\$54,256,324	\$64,106,557	\$65,977,383	\$66,040,682
800	CIP	13,832,675	5,292,947	52,896,500	38,165,000	38,165,000
TOTAL CIP & EXPENDITURES		\$68,619,395	\$59,549,271	\$117,003,057	\$104,142,383	\$104,205,682

EXHIBIT 4.11C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
WASTEWATER OPERATIONS FUND (51)						
22051	Rev Mgmt - Wastewater	156,902	186,616	2,957,890	500,000	500,000
22251	Depreciation-Wastewater	4,364,890	4,232,591	-	-	-
22271	Debt-Wastewater	1,617,250	1,587,457	2,511,075	2,510,775	2,510,888
64101	Wastewater Operations	5,732,135	5,672,676	6,016,912	6,621,187	7,257,920
64102	Expanding Recycled Water Study	-	373	-	-	-
64111	Wastewater Maintenance	4,007,322	4,038,133	4,735,383	5,874,760	5,170,591
64115	Wastewater Environmental Compliance	317	386,744	584,191	745,726	763,480
64121	Wastewater Treatment	4,096,979	4,792,178	5,281,878	5,520,074	5,633,099
64125	Wastewater Estuary Phase III	597,510	552,450	100,000	300,000	304,500
64131	Wastewater Laboratory	1,334,692	1,101,294	1,378,731	1,367,833	1,401,426
WASTEWATER OPERATIONS FUND (51)		\$21,907,997	\$22,550,512	\$23,566,060	\$23,440,355	\$23,541,904
WATER OPERATIONS FUND (52)						
22052	Rev Mgmt - Water	274,710	682,644	7,422,295	3,610,598	3,015,691
22252	Depreciation-Water	5,457,290	5,423,910	-	-	-
22272	Debt-Water	2,773,257	2,724,172	4,751,788	4,751,028	4,751,141
63051	Ventura Water GM Office	1,565,965	770,089	944,679	1,030,478	1,058,194
63052	Ventura Water Support	671,434	872,738	1,221,893	1,080,262	1,116,947
63053	Customer Care	1,320,984	1,050,954	1,416,624	1,512,246	1,544,861

EXHIBIT 4.11C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
63080	Water Conservation	687,120	547,757	920,000	920,000	933,800
63101	Water Operations	2,716,682	2,781,333	2,888,983	3,115,072	3,136,390
63102	Ventura Water Scada	727,115	749,006	813,446	986,750	1,006,794
63130	Water Distribution	2,874,148	2,880,902	3,909,046	3,889,650	3,968,143
63131	Workorder-City	53,152	77,871	50,000	50,000	50,750
63132	Workorder-County	1,960	-	-	-	-
63133	Workorder-Saticoy Country Club	297,565	280,848	200,000	200,000	203,000
63141	Water Production	4,294,357	4,172,701	5,031,551	5,713,696	5,806,645
63151	Water Purification	4,060,399	3,498,231	3,982,322	7,026,850	7,111,170
63170	Water Resource Planning	872,945	1,031,108	1,439,320	2,801,398	2,857,852
63171	State Waterline	1,806,371	1,728,335	2,110,000	2,110,000	2,141,650
WATER OPERATIONS FUND (52)		\$30,455,454	\$29,272,601	\$37,101,947	\$38,798,028	\$38,703,028
WASTEWATER CAPITAL FUND (71)						
22071	Rev Mgmt-Wastewater CIP	367,074	546,959	1,000,000	1,234,500	1,234,500
96874	Wastewater Plant - Tertiary Filter Repl	-	-	640,000	25,000	25,000
96884	Wastewater Plant - Efficiency Landscape Improvements	3,145	18,836	215,000	-	-
96894	Wastewater Plant- Maintenance Storage Bldg	4,061	40,301	130,000	360,000	360,000
96905	2005 Sewer Rehabilitation - Harbor & Woolsey	307	-	-	-	-
96913	Avenue Area Sewer Replacement	136,303	-	-	-	-
96914	Wastewater Plant Dewatering Equipment Replacement	1,248,327	8	-	-	-
96915	Recycled Waterline - Golf Course Drive	1,195	-	-	-	-
96918	Wastewater Plant - Digester Improvement	497,063	121,237	4,500,000	4,100,000	4,100,000
96919	Wastewater Lift Station - North Bank Lift Station Upgrades	143,929	108,724	1,370,000	970,000	970,000
96920	Sewerline Replacement - Front Street (Hemlock To Ash)	615,892	5,409	-	-	-
96921	Sewerline Replacement - Hwy 126 East End Sewer Crossing	248,748	70,396	-	-	-
96922	Transfer Station - Seaside Land Acquisition	-	7,353	35,000	-	-
96924	Sewerline Replacement - Aurora Dr Area	1,703,200	60,994	-	-	-
96925	Sewerline Replacement - Main And Brent St Area	2,297,465	98,770	-	-	-
96926	Olivas Sewerline Extension	-	-	264,000	-	-
96927	Olivas Reclaimed Water Main	21,716	2,033	345,000	-	-
96928	Wastewater Plant - Aeration Blowers	31,655	162,692	2,950,000	3,219,000	3,219,000
96930	Wastewater Plant - Headworks Building Demolition	4,546	16,858	315,000	-	-
96931	Sewerline Replacement - Loma Vista Area	1,615,905	253,594	-	-	-
96933	Sewerline Replacement - Main St. And Coronado	39,915	117,765	1,280,000	-	-
96934	Seaside Wastewater Force Main	86,441	401,872	4,320,000	7,060,000	7,060,000

EXHIBIT 4.11C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
96935	Advanced Wastewater Treatment Plant Land Acqui	-	-	85,000	100,000	100,000
96936	Wastewater Plant - Primary Treatment Enhancement	-	-	65,000	65,000	65,000
96937	Sewerline Replacement - Main St. - Mills To Telephone	1,091	35,203	1,395,000	100,000	100,000
96938	Brine Line Ocean Outfall	1,027	67,780	1,200,000	160,000	160,000
96939	Wastewater Plant - Wetlands Improvements	479	77,071	890,000	100,000	100,000
96940	Recycled Waterline - Purewater Pipelines	706	2,308	800,000	100,000	100,000
96941	Sewerline Replacement - Ann Street	74,345	134,307	1,240,000	1,110,000	1,110,000
96943	Wastewater Plant - Security Fence	-	-	170,000	130,000	130,000
96944	Wastewater - Seaside Transfer Station Improvements	-	-	400,000	100,000	100,000
96945	Wastewater Plant - Advanced Treatment Potable Reuse	2,138	844,606	2,860,000	100,000	100,000
96946	Sewerline Replacement - Palma/Harbor	-	-	100,000	100,000	100,000
96947	Harbor Force Main - San Pedro To Figueroa	-	-	650,000	100,000	100,000
96948	Sewerline Replacement - Hwy 101 To Northbank	-	-	60,000	60,000	60,000
96949	Sewerline Replacement - Bristol Line	-	-	100,000	100,000	100,000
96950	Sewerline Replacement - Navigator/Harbor	-	-	100,000	100,000	100,000
96951	Sewerline Replacement - Alley/Mills To Empire	-	-	100,000	100,000	100,000
96952	Sewerline Replacement - S. Victoria Ave	-	-	100,000	100,000	100,000
WASTEWATER CAPITAL FUND (71)		\$9,146,671	\$3,195,077	\$27,679,000	\$19,693,500	\$19,693,500
WATER CAPITAL FUND (72)						
22072	Rev Mgmt-Water CIP	169,468	506,087	-	234,500	234,500
97896	Golf Course Bps & Wells Upgrade	35,452	1,302	1,180,000	-	-
97916	Water Storage Tank Circulation Improvements	64,181	515,400	-	-	-
97917	Saticoy Well 3	154	-	-	-	-
97921	Foster Park Wellfield Production Restoration	-	-	100,000	100,000	100,000
97923	Mound Well 2	103,871	65,167	2,700,000	5,080,000	5,080,000
97924	Golf Course Well 7	2,336,310	106,902	-	-	-
97925	Water System Pressure Monitoring Stations	(641)	-	-	-	-
97931	Tank Replacement - Hall Canyon Tanks	614,084	4,533	-	-	-
97932	Five Pump Stations - Fixed Emergency Power	75,992	136	-	-	-
97934	Treatment-Mound Basin Aquifer Storage	-	57,598	579,000	100,000	100,000
97935	Waterline Replacement - Darling Road	-	11,782	-	-	-

EXHIBIT 4.11C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
97937	Waterline Replacement - Ondulando Tract Phase 1	35,641	-	-	-	-
97938	Automated Meter Reading Installation	333,338	453,191	5,500,000	5,500,000	5,500,000
97939	Waterline Replacement Ondulando Tract - Phase 2	236,411	3,557	-	-	-
97940	Waterline Replacement Ondulando Tract - Phase 3	1,490,394	231,956	-	-	-
97941	Waterline Replacement - Pierpont Lanes	121,222	12,033	572,500	100,000	100,000
97942	Treatment - Avenue Plant Membrane Module Repl	436,360	189,736	100,000	100,000	100,000
97944	Storage Tanks - Interior Coating	237,790	617	-	-	-
97945	Well - Repair And Restoration Of Intake Structure	7,265	16,693	739,000	715,000	715,000
97948	Waterline Replacement - Ondulando Phase 4	87,895	473,133	1,180,000	-	-
97949	State Water Project Interconnection	221,348	259,061	2,050,000	100,000	100,000
97950	Olivas Potable Water Main	30,053	4,360	517,000	100,000	100,000
97951	Well - Mound Well 3	227,380	111,154	3,010,000	1,620,000	1,620,000
97952	Long Canyon Reservoir Water Circulation Improvements	35,956	153,920	-	-	-
97953	Pump Station - Seaward/Poli Upgrade	10,931	59,125	1,160,000	600,000	600,000
97954	Waterline Replacement - Harbor - Peninsula To Beach	57,770	200,672	840,000	766,500	766,500
97955	Waterline - Midtown To Westside Interconnection	99,506	112,772	2,700,000	950,000	950,000
97956	Waterline - Eastside To Midtown Interconnection	770	28,730	280,000	350,000	350,000
97957	Mariano Water Reservoirs Replacement	-	874,512	1,530,000	-	-
97958	Water Well - Saticoy Well 4	-	-	-	100,000	100,000
97959	Water Treatment - Saticoy Cond Fac Upgrade	-	-	250,000	100,000	100,000
97961	Waterline Replacement - Main St/Telephone Rd	-	-	300,000	294,500	294,500
97962	Waterline Replacement - Alley,Wells To Campanula	-	-	-	100,000	100,000
97963	Well - Saticoy Country Club Well No. 2 Rehab	-	-	50,000	50,000	50,000
97964	Well - Victoria Well No. 3	-	-	150,000	150,000	150,000
97965	Treatment - State Water Blending Station	-	-	180,000	180,000	180,000
97966	Pump Station - Kalorama Repl	-	-	390,000	390,000	390,000
97967	Pump Station - 210/260 Boundary Adj	-	-	160,000	160,000	160,000
97968	Emergency Generators - Various Sites	-	-	-	1,400,000	1,400,000
97969	Emergency Generators - Saticoy Country Club	-	-	-	600,000	600,000
WATER CAPITAL FUND (72)		\$7,068,902	\$4,454,128	\$26,217,500	\$19,940,500	\$19,940,500

EXHIBIT 4.11C - EXPENDITURES BY PROJECT (CONTINUED)

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
ESTUARY PROTECTION FUND (75)						
22075	Rev Mgmt-Estuary Protection	40,369	76,954	2,438,550	2,270,000	2,326,750
ESTUARY PROTECTION FUND (75)		\$40,369	\$76,954	\$2,438,550	\$2,270,000	\$2,326,750
TOTAL EXPENDITURES		\$68,619,395	\$59,549,271	\$117,003,057	\$104,142,383	\$104,205,682

VENTURA WATER KEY PERFORMANCE INDICATORS

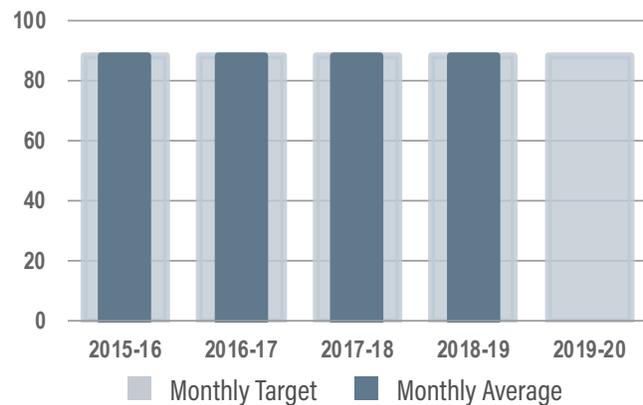
MEET 100% HEALTH REGULATIONS

OBJECTIVE:

To meet or exceed health and safety regulations.

PROCESS:

Water quality testing results are reported to the California Department of Public Health and other regulatory agencies. The number of constituents in the water is tested each month.



BENEFIT:

Clean water is essential for the health of our community and environment.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Monthly Target	88	88	88	88	88
Monthly Average	88	88	88	88	
Percentage	100%	100%	100%	100%	



MEET 100% OF NON-HEALTH BASED STANDARDS

OBJECTIVE:

To meet or exceed non-health water quality standards.

PROCESS:

Water quality testing results are reported to the California Department of Public Health and other regulatory agencies. The number of constituents in the water is tested each month.

OTHER:

Non-health based standards refer to taste and smell in water characteristics.



BENEFIT:

Clean water is essential for the health of our community and environment.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Monthly Target	17	17	17	17	17
Monthly Average	12	11	11	11	11
Variance	71%	65%	65%	65%	

FEWER THAN 12 MAIN BREAKS ANNUALLY

OBJECTIVE:

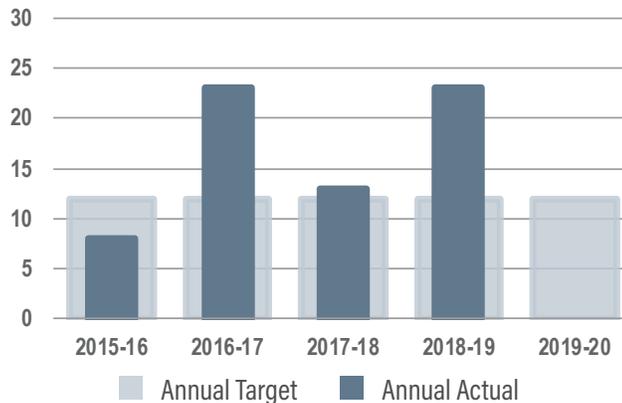
To reduce water disruptions is a core standard of reliable water operations.

PROCESS:

Prompt response and repair of main breaks and a maintenance program that proactively identifies and repairs leaks.

BENEFIT:

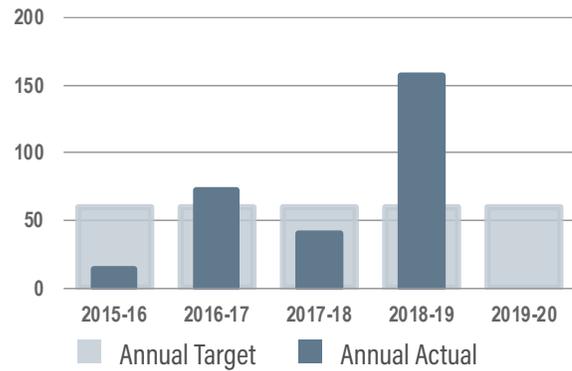
Minimizing service disruptions due to main breaks is a priority. Households, hospitals, schools, and businesses depend on reliable water service.



FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Annual Target	12	12	12	12	12
Annual Actual	8	23	13	23	12
Variance	(4)	11	1	11	

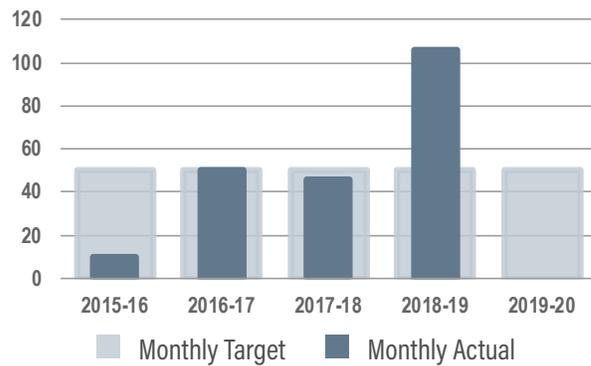
FEWER THAN 5 HOURS OUT OF DRINKING WATER SERVICE PER MONTH

FISCAL YEAR	Annual Target	Annual Actual	Variance
2015-16	60	14	(46)
2016-17	60	73	13
2017-18	60	41	(19)
2018-19	60	157	97
2019-20	60		



FEWER THAN 50 CUSTOMERS OUT OF SERVICE PER MONTH

FISCAL YEAR	Monthly Target	Monthly Actual	Variance
2015-16	50	10	(46)
2016-17	50	50	0
2017-18	50	46	(4)
2018-19	50	106	56
2019-20	50		



SURPASS STATE WATER EFFICIENCY FOR GALLONS USED PER PERSON PER DAY SEASONAL AVERAGE

OBJECTIVE:

To be water efficient and reduce the amount of unaccounted water loss.

PROCESS:

Improved customer education and tools; leak identification, tracking and repairs; and water waste identification and response.

BENEFIT:

As water stewards, using our natural resources efficiently is important for the future of our environment and community.



FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Annual Target	152	152	152	152	152
Annual Average	96	105	109	104	
Variance	(56)	(47)	(43)	(48)	

MAINTAIN WATER LOSS TO 8% OR LESS

OBJECTIVE:

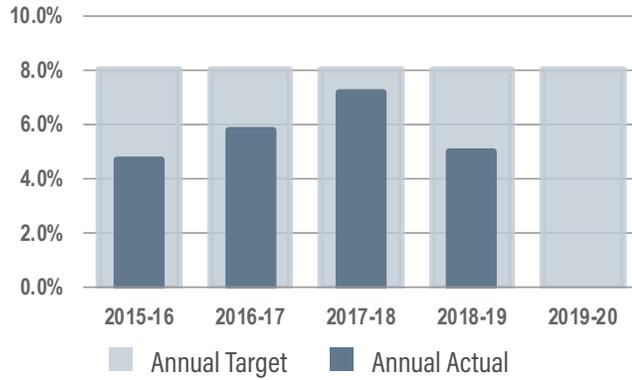
To be water efficient and reduce the amount of unaccounted water loss.

PROCESS:

Improved water loss tracking and reporting and leak identification, tracking and repairs.

OTHER:

Water efficiency will be aided in the future by an automated meter reading system.



BENEFIT:

As water stewards, using our natural resources efficiently is important for the future of our environment and community.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Annual Target	8.0%	8.0%	8.0%	8.0%	8.0%
Annual Average	4.7%	5.8%	7.2%	5.0%	-
Variance	(3.3%)	(2.2%)	(0.8%)	(3.0%)	-

MEET 100% OF RECLAMATION WATER STANDARDS

OBJECTIVE:

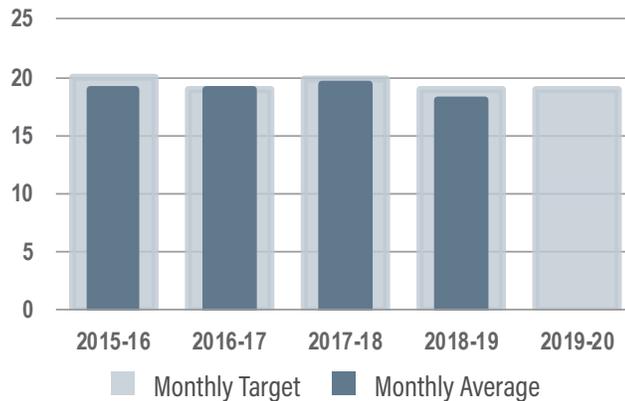
To meet 100% of reclamation water standards for water that is released into the Santa Clara River Estuary.

PROCESS:

Monitoring and adjusting treatment processes each day at the Ventura Water Reclamation Facility to maintain required level of water quality. Rigorous and extensive testing standards and reporting required by the Los Angeles Regional Water Quality Control Board.

OTHER:

Failure to meet compliance standards may result in fines.



BENEFIT:

Ventura releases highly treated water into the Santa Clara River Estuary which increases quality habitat for native fish species.

FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Monthly Target	20	19	20	19	19
Monthly Average	19	19	19	18	-
Variance	95%	100%	98%	95%	-

ELIMINATE SEWER OVERFLOWS - 12 ANNUALLY

OBJECTIVE:

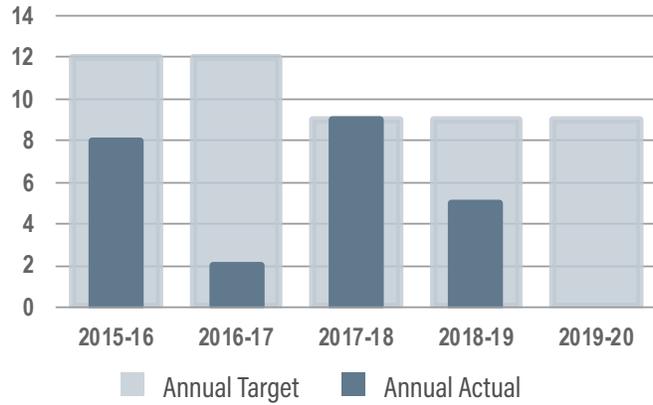
To minimize sewer system overflows.

PROCESS:

Sewer main lines are regularly inspected by Closed Circuit TV (CCTV) to identify defects that require spot repair, replacement, sewer line cleaning, and manhole inspections. This information directs a proactive maintenance program.

OTHER:

Target number is set annually by a Consent Decree (CD).



BENEFIT:

Sewage overflows can significantly harm public health and damage property as well as contaminant the environment. Elimination of sewer system overflows is a priority goal.

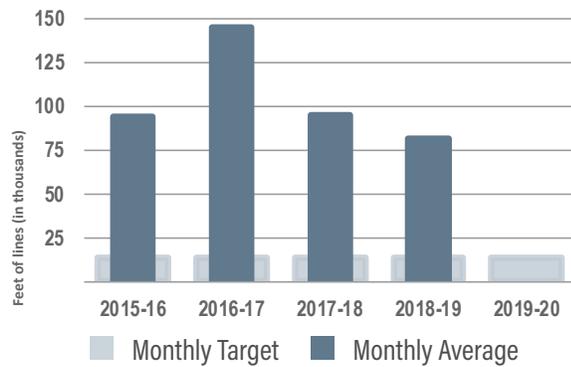
FISCAL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20
Annual Target	12	12	9	9	9
Annual Actual	8	2	9	5	9
Cumulative Variance	(4)	(10)	0	(4)	





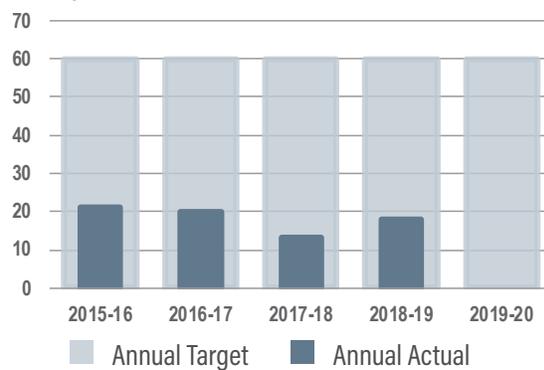
**EVALUATE AGING LINES
- REPAIRING OR REPLACING AS NEEDED**

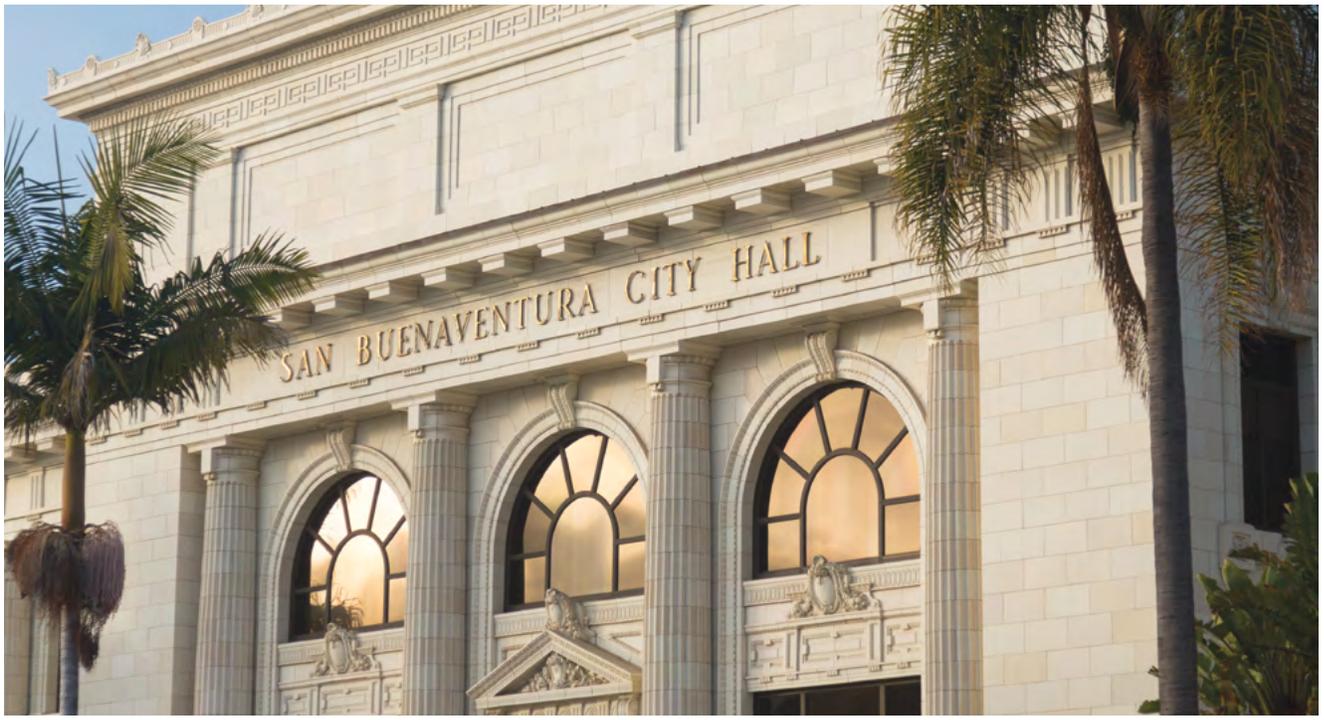
FISCAL YEAR	Monthly Target	Monthly Average	Variance
2015-16	13,400	93,907	80,507
2016-17	13,400	145,489	132,089
2017-18	13,400	95,248	81,848
2018-19	13,400	82,051	68,651
2019-20	13,400		



**COLLECTION SYSTEM SPOT REPAIRS
- 60 PER YEAR**

FISCAL YEAR	Annual Target	Annual Actual	Variance
2015-16	60	21	(39)
2016-17	60	20	(40)
2017-18	60	13	(47)
2018-19	60	18	(42)
2019-20	60		





NON-DEPARTMENTAL

The Non-Departmental Department was previously a division in the Finance and Technology Department. This division has been separated into its own department to capture all respective financial transactions which pertain to the City as a whole and not to a specific department.

EXHIBIT 4.12A - EXPENDITURES BY FUND

FUND	FUND NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
01	General	5,532,046	6,704,273	12,562,202	8,026,493	7,751,729
02	General & Categorical Grant Program	-	1,956,162	-	-	-
05	Measure O-Transaction And Use Tax	-	184,334	225,960	5,020,735	-
TOTAL EXPENDITURES		5,532,046	8,844,769	12,788,162	13,047,228	7,751,729

EXHIBIT 4.12B - EXPENDITURES BY CATEGORY

ACCOUNT CATEGORY	ACCOUNT CATEGORY NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
500	Personnel Services	-	188,051	-	-	-
520	Services And Supplies	1,367,496	4,404,252	2,011,189	2,133,633	2,043,051
560	Internal Services	641,073	1,935,781	1,290,038	1,290,038	1,290,731
570	Non-Operating	1,033,653	931,437	27,060	27,060	-
750	Reserves & Contingencies	-	-	6,991,564	5,144,775	250,000
900	Transfers	2,489,824	1,385,248	2,468,311	4,451,722	4,167,947
TOTAL EXPENDITURES		\$5,532,046	\$8,844,769	\$12,788,162	\$13,047,228	\$7,751,729

EXHIBIT 4.12C - EXPENDITURES BY PROJECT

PROJECT	PROJECT NAME	FY 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	FY 2020-21 ESTIMATE
GENERAL FUND (01)						
21950	Thomas Fire Recovery- General Government	-	5,220	-	-	-
22301	Rev Mgmt-General Fund	2,024,390	411,520	562,300	2,255,928	1,972,085
26112	Intrl Ser(INS) Gen Fund	616,210	1,232,420	1,232,420	1,232,420	1,232,420
28021	Tsf-To 21 Lease Oblig Cop	965,861	1,014,245	1,600,380	1,602,163	1,602,163
29999	Citywide Obligations	1,925,585	4,040,868	9,167,102	2,935,982	2,945,061
GENERAL FUND (01)		\$5,532,046	\$6,704,273	\$12,562,202	\$8,026,493	\$7,751,729
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)						
44120	Thomas Fire-Debris Removal	-	569,582	-	-	-
44130	Thomas Fire-Emergency Mgmt And Admin Costs	-	208,007	-	-	-
44140	Thomas Fire-Roads And Bridges	-	75,691	-	-	-
44150	Thomas Fire-Water Control Facilities	-	56,203	-	-	-
44160	Thomas Fire-Buildings And Equipment	-	473,631	-	-	-
44170	Thomas Fire-Water And Wastewater	-	220,593	-	-	-
44180	Thomas Fire-Parks, Recreational And Other Facilities	-	107,161	-	-	-
44200	Thomas Incident- Severe Weather #1	-	245,295	-	-	-
GENERAL & CATEGORICAL GRANT PROGRAM FUND (02)		-	\$1,956,162	-	-	-
MEASURE O-TRANSACTION AND USE TAX FUND (05)						
22305	Rev Mgmt-2016 Measure O	-	184,334	225,960	5,020,735	-
MEASURE O-TRANSACTION AND USE TAX FUND (05)		-	\$184,334	\$225,960	\$5,020,735	-
TOTAL EXPENDITURES		\$5,532,046	\$8,844,769	\$12,788,162	\$13,047,228	\$7,751,729



PAGE INTENTIONALLY LEFT BLANK





CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

INTRODUCTION

The City's Capital Improvement Plan (CIP) reflects and identifies the most critical infrastructure priorities. The CIP is the City's strategic planning framework that addresses the preservation, maintenance, and improvement of our capital infrastructure to support our core City functions and essential City services. Without well-maintained infrastructure, Ventura's economic prosperity cannot be sustained. The condition of our streets, sidewalks, water, sewer, storm drains, recreation facilities, parks, and other public facilities reflects on how well our community is doing and its ability to sustain economic growth. A community's quality of life, health, safety, and economic well-being are all tied to the cornerstone of its infrastructure.

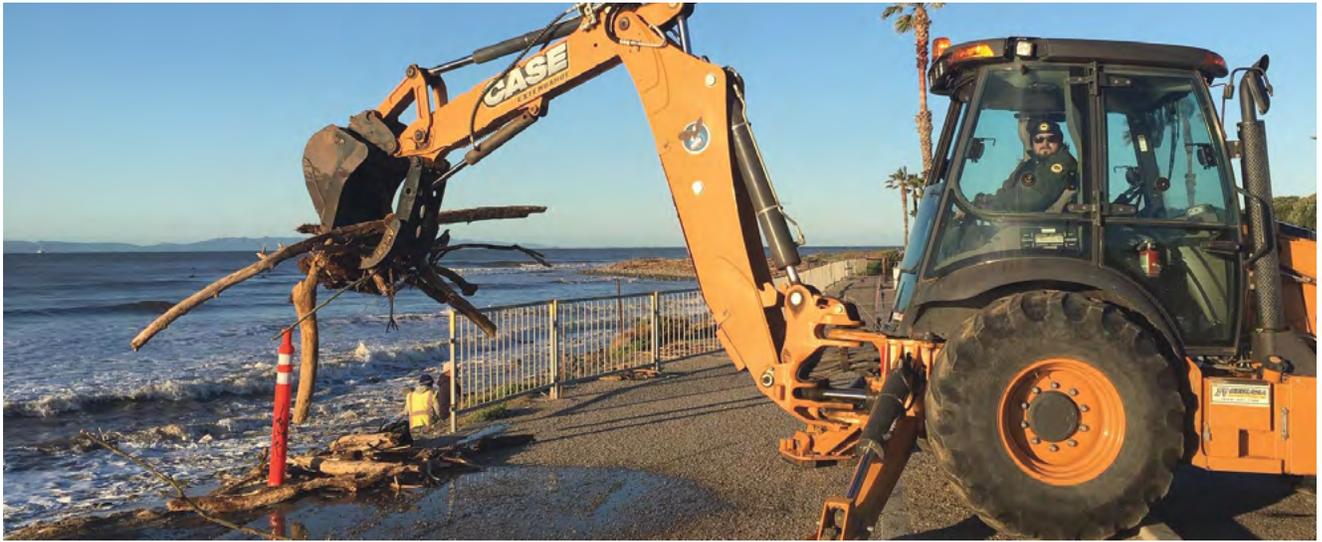
This CIP is a six-year plan and is reviewed and updated annually. It is the community's vision for short and long-range development, maintenance, improvement, and building of new infrastructure assets to benefit City residents, businesses, property owners, and visitors. The goals of the CIP are to:

- Provide a systematic approach for the repair and replacement of deteriorating infrastructure;
- Add new and enhance existing infrastructure to improve the quality of life for City residents and businesses;
- Meet regulatory requirements; and
- Identify future funding that will leverage available resources and develop a comprehensive financial strategy.

The CIP is divided into two main sections: Funded Projects and Unfunded Projects. The Funded Projects consist of Work Plan projects, which are projects that are planned for funding or partially funded and will be worked on over the next six years. The Unfunded Projects consist of projects that are beyond the six years of the Plan. Within each of these sections there are eight functional project areas: Coastal, Facilities, Parks and Medians, Stormwater, Public Art, Streets and Transportation, Wastewater, and Water.

The CIP provides a long-term approach for prioritizing and selecting new projects in the City. Although the plan document is updated annually, it allows the reader to review projects planned over the six-year time-frame and provides an overview of works in progress. The CIP is intended to incorporate the City's investments in infrastructure development and maintenance (i.e., capital improvements) with other significant capital expenditures that add to or strategically invest in the City's inventory of assets.





PROCEDURES FOR DEVELOPING THE SIX-YEAR CAPITAL IMPROVEMENT PLAN

Procedures for developing the six-year CIP utilize the City's forecasting, project evaluation and, in some cases, community engagement processes. These procedures are not intended to limit the ability to adjust programs, services and planned projects as unexpected needs, opportunities, or impacts arise.

Procedures for submitting & amending projects include Department Managers initiating requests for new projects and modifications of existing projects. These requests are evaluated and ranked by priority level. Then, they are sent to the CIP committee, along with supporting information, in advance of the annual budget preparation. Requests include estimated costs, benefits, identified risks resulting from failure to complete the project/purchase, potential funding source(s), estimated time frame, and any anticipated operating impacts to previously approved projects.

Committee membership includes the Directors of Public Works, Parks, Recreation and Community Partnerships, Ventura Water, and Division Managers from Engineering, Construction and Transportation along with supporting staff, as designated by the City Manager.

PRIORITIZATION CRITERIA

Projects are prioritized in accordance with evaluation criteria including:

- Risk to health, safety and environment, and regulatory or mandated requirements;
- Asset condition, annual recurring costs, and asset longevity;
- Community investment and economic prosperity;
- Level and quality of service;
- Sustainability and conservation;
- Funding availability;
- Project readiness; and
- Multiple category benefit and bundling opportunities

COMMUNITY INPUT

The CIP is reviewed by the City’s various commissions periodically. These various commissions make the findings that the CIP is in conformance with the City’s General Plan. Once these findings are approved, the proposed projects are incorporated into the annual budget.

PROPOSED PROJECTS

New capital projects and projects involving infrastructure maintenance are identified. Projects approved in prior fiscal years that have not yet been completed are listed. The current six-year CIP includes seven new projects, of which three have been implemented in FY 2018–19 and four projects recommended in future fiscal years. Projects that do not rank high enough to be included in this six-year plan become part of the Unfunded Projects. There are also potential grant projects where grant funding is not yet awarded but will most likely receive grant funding.

Several projects in this six-year CIP address ongoing infrastructure or facility maintenance needs and are included on an annual basis or throughout each fiscal year as approved by City Council. Examples include street resurfacing, wastewater, and water improvement projects.



PROJECT FUNDING SOURCES

The six-year CIP coordinates physical improvements with financial planning, allowing maximum benefits from available funding sources. It relies on funding from various sources, largely retained in the capital and special revenue funds, with uses that are usually restricted for specific purposes such as Gas Tax, Wastewater and Water funds.

The table below lists total funding levels for project areas with corresponding percentages of the total funding.

EXHIBIT 5.01

PROJECT AREAS	FY 2019-20 SPENDING PLAN	% OF TOTAL CIP FY 2019-20
Coastal	715,000	1%
Facilities	1,623,500	3%
Parks and Medians	1,360,800	2%
Public Art	65,000	0%
Stormwater	1,421,800	2%
Streets and Transportation	11,361,599	19%
Streets SB1	5,886,800	10%
Wastewater	18,459,000	30%
Water	19,706,000	33%
GRAND TOTAL	\$60,599,499	100%

CAPITAL APPROPRIATIONS AND SPENDING PLAN SUMMARY

EXHIBIT 5.02

FUND	FUND DESCRIPTION	CURRENT CIP APPROPRIATIONS	TOTAL SPENT YTD	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
02	General & Categorical Grant Program	66,400	35,646	30,754	0	66,400	5,000	0
04	Capital Improvement	4,556,026	1,246,744	3,309,282	0	4,556,026	1,490,300	7,319,075
05	Measure O-Transaction and Use Tax	9,560,000	4,215,076	5,344,924	1,780,000	11,340,000	6,390,000	13,492,141
10	Transportation	16,358,612	4,900,660	11,457,952	0	16,358,612	750,000	20,650,268
12	Gas Tax	25,759,932	9,192,128	16,567,804	2,527,000	28,286,932	12,393,399	74,775,187
18	Park & Rec Capital Improv	4,931,705	1,104,706	3,826,999	0	4,931,705	1,340,800	9,114,852
19	Public Art Program	328,190	210,407	117,783	0	328,190	65,000	1,090,000
71	Wastewater Capital	63,654,269	10,381,749	53,272,520	0	63,654,269	18,459,000	183,365,481
72	Water Capital	88,608,568	15,230,852	73,377,716	0	88,608,568	19,706,000	0
TOTAL		\$213,823,702	\$46,517,968	\$167,305,734	\$4,307,000	\$218,130,702	\$60,599,499	\$309,807,004

Note: All YTD and current data are as of June 30, 2019.



CAPITAL APPROPRIATIONS AND SPENDING PLAN DETAILS

EXHIBIT 5.03

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
02	GENERAL & CATEGORICAL GRANT PROGRAM							
90603	Wells Center Bus Stop Upgrade	66,400	35,646	30,754	0	66,400	5,000	0
02	GENERAL & CATEGORICAL GRANT PROGRAM	\$66,400	\$35,646	\$30,754	\$0	\$66,400	\$5,000	\$0
04	CAPITAL IMPROVEMENT							
93035	Cemetery Memorial Park Improvements	533,924	509,606	24,318	0	533,924	20,000	0
93061	Pier Corrosion Repairs	629,900	14,834	615,066	0	629,900	350,000	750,100
93063	Hall Canyon Channel Drainage Improvements	132,000	0	132,000	0	132,000	132,000	0
93064	Pier Electrical & Lighting Infrastructure Replacement	350,000	0	350,000	0	350,000	85,000	0
93065	Maintenance Yard Building Infrastructure Repair	193,500	0	193,500	0	193,500	193,500	516,500
93066	Pierpont Neighborhood Stormwater Lift Stations	100,000	73,856	26,144	0	100,000	9,800	0
93067	Police/Fire HQ Locker Room Renovation	750,000	26,093	723,907	0	750,000	700,000	1,750,000
93710	Harbor Area Public Safety Facility (on hold)	1,866,702	622,355	1,244,347	0	1,866,702	0	4,302,475
04	CAPITAL IMPROVEMENT	\$4,556,026	\$1,246,744	\$3,309,282	\$0	\$4,556,026	\$1,490,300	\$7,319,075
05	MEASURE O-TRANSACTION AND USE TAX							
69005	Harbor/Olivas Pk Dr Storm Drain Replacement	69,025	20,342	48,683	0	69,025	50,000	1,383,975
69006	Hall Canyon Channel Drainage Improvements	600,975	85,856	515,119	0	600,975	500,000	0
69008	Coastal Shoreline Preservation	200,000	15,280	184,720	100,000	300,000	280,000	3,200,000
69010	Barranca Vista Center Repairs/Refurbishment	701,166	98,542	602,624	0	701,166	560,000	0
69011	City Hall Terra Cotta Maintenance	438,000	39,408	398,592	0	438,000	170,000	0
69012	Arroyo Verde Park Middle Restroom Replacement (on hold)	10,834	10,834	0	0	10,834	0	508,166
69015	Downtown and Wellness Dist Sidewalk Repair/ADA	700,000	569,059	130,941	850,000	1,550,000	1,105,000	0
69016*	Street Resurfacing Telephone Rd, Main to McGrath	895,000	870,321	24,679	0	895,000	0	0

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
69017*	Slurry Seal - North Victoria Ave Neighborhood	200,075	200,075	0	0	200,075	0	0
69018*	Street Resurfacing - Petit and Northbank Drive	550,000	548,717	1,283	0	550,000	0	0
69019	Street Resurfacing - Telephone Rd -Main to Mills	1,650,000	139,748	1,510,252	0	1,650,000	925,000	0
69020	Street Resurfacing - Alessandro - Seaward to End	247,905	245,075	2,830	0	247,905	0	0
69021*	Street Resurfacing - Portola Rd - Telephone to Ralston	150,018	149,363	655	0	150,018	0	0
69023	Traffic Signal System Upgrade	800,000	187,385	612,615	0	800,000	640,000	5,640,000
69025	East End Sidewalks and ADA Access	700,000	311,211	388,789	0	700,000	600,000	0
69026	Olivas Park Dr (Victoria to Golf Course) Pavement Overlay (on hold)	5,000	0	5,000	0	5,000	0	0
69027*	Victoria Ave (Viewcrest to End) Pavement Overlay	302,002	302,002	0	0	302,002	0	0
69028	Portola Rd (Telephone to Thille) Pavement Overlay	350,000	169,865	180,135	0	350,000	0	0
69029	Main Street at Borchard Intersection Imprv	0	0	0	130,000	130,000	130,000	0
69030	Pierpont Neighborhood Storm Water Lift Stations	740,000	1,993	738,007	0	740,000	730,000	2,760,000
69033*	Flood and Watershed Program	250,000	250,000	0	0	250,000	0	0
69035	Westside Sidewalks and ADA Access	0	0	0	700,000	700,000	700,000	0
05	MEASURE O-TRANSACTION AND USE TAX	\$9,560,000	\$4,215,076	\$5,344,924	\$1,780,000	\$11,340,000	\$6,390,000	\$13,492,141
10	TRANSPORTATION							
91049	Olivas Levee	1,473,880	782,539	691,341	0	1,473,880	250,000	0
91052	Street Resurfacing- Johnson Dr. - Telephone to Bristol	1,260,000	47,537	1,212,463	0	1,260,000	250,000	0
91053*	Street Resurfacing - North Bank Dr. - Bristol to Petit	737,350	728,248	9,102	1,920	739,270	0	0
91054	Street Resurf-Harbor Blvd.-California to Sanjon (hold)	575,000	34	574,966	0	575,000	0	0

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
91056*	Street Resurfacing - W. Main St. - Ventura Ave. to Bridge	700,000	629,845	70,155	0	700,000	0	0
91019	Olivas Park Drive Extension	10,931,197	1,952,015	8,979,182	0	10,931,197	250,000	0
91050*	Sewerline - Olivas Interconnect to Mcsd	1,277,953	1,277,953	0	0	1,277,953	0	0
91051*	Olivas Park Drive - MCSO Plant Demolition	461,779	461,779	0	0	461,779	0	0
91966	Olivas Park Dr Extension	378,803	378,803	0	0	378,803	0	0
91966	Olivas Park Dr Extension	13,049,732	4,070,550	8,979,182	0	13,049,732	250,000	20,650,268
10	TRANSPORTATION	\$16,358,612	\$4,900,660	\$11,457,952	\$0	\$16,358,612	\$750,000	\$20,650,268
12	GAS TAX							
91007	California St Bridge Upgrade	2,730,440	2,496,069	234,371	0	2,730,440	329,000	0
91010*	Five Points Intersection Improvements	810,500	790,937	19,563	0	810,500	0	0
91017	Harbor/Vista Del Mar Improvements	268,500	69,738	198,762	0	268,500	169,000	0
91023	Traffic Signal Infrastructure Modernization	509,002	263,138	245,864	0	509,002	0	0
91027	Ventura River Trail - Sheridan Way Bike Path Link	250,000	13,119	236,881	0	250,000	148,000	0
91029	Hwy 126 Bike Path- Phase III	1,000,094	194,409	805,685	0	1,000,094	215,000	0
91032	Telegraph Rd - Anacapa Middle School Srts - 2011	2,824,281	608,695	2,215,586	0	2,824,281	717,000	0
91036	Us 101 - Oak Street Offramp	1,264,390	901,310	363,080	0	1,264,390	290,000	31,721,718
91042	Northbank Ext-Cabrillo Village	50,000	22,727	27,273	0	50,000	27,200	4,492,270
91044*	Street Resurfacing- Loma Vista - Main St to Mills	1,214,550	1,078,840	135,710	0	1,214,550	0	0
91060	Main Street Bridge Replacement	900,000	102,822	797,178	0	900,000	200,000	20,321,000
91061*	Street Resurfacing 2018 Slurry/Cape Seal	960,193	960,193	0	0	960,193	0	0
91062	Stanley Avenue/ Hwy. 33 Interchange Improvement	2,061,801	1,269	2,060,532	0	2,061,801	100,000	18,240,199
91064	Street Resurfacing- Johnson Dr (Bristol to Hwy 101) (SB1)	2,160,500	378,723	1,781,777	0	2,160,500	1,600,000	0
91065*	Street Resurfacing- Alessandro-Seaward to End	120,800	3	120,797	0	120,800	0	0
91066*	Street Resurfacing- Portola Rd-Telephone to Ralston	615,911	568,641	47,270	0	615,911	0	0

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
91067	Street Resurfacing-2019 Slurry Seal/Cape Seal	792,971	289,956	503,015	0	792,971	478,200	0
91068	Street Resurfacing-2020 Slurry Seal/Cape Seal	800,000	0	800,000	200,000	1,000,000	1,000,000	0
91069	Street Resurf- Telephone Rd, Partridge to Ramelli (SB1)	1,270,900	0	1,270,900	0	1,270,900	1,270,900	0
91070	Montalvo Safe Route to School Impr	267,000	98,104	168,896	0	267,000	0	0
91071	Hamon Barranca Bike Path Corridor	6,000	603	5,397	0	6,000	0	0
91072	Street Resurf-Olivas Park, Victoria to Golf Course Dr	329,000	0	329,000	0	329,000	50,000	0
91073	Street Resurfacing- Victoria, Telephone to Hwy 126 (SB1)	1,200,000	28,340	1,171,660	0	1,200,000	500,000	0
91074	Street Resurfacing- Ralston, Portola to Victoria (SB1)	1,285,000	70,159	1,214,841	0	1,285,000	1,245,000	0
91075	Street Resurf- Telephone Rd, Victoria to Partridge (SB1)	1,270,900	0	1,270,900	0	1,270,900	1,270,900	0
91076	Street Resurfacing- Telephone Rd, Main to McGrath	450,000	254,333	195,667	0	450,000	109,000	0
91077	Street Resurfacing- Telephone, Saratoga to Victoria	0	0	0	1,067,000	1,067,000	1,067,000	0
91078	Street Resurfacing- Walker/Moon Dr, Dowell to Victoria	0	0	0	1,260,000	1,260,000	1,260,000	0
91079	Street Resurfacing Telegraph Rd-Main to Mills	347,199	0	347,199	0	347,199	347,199	0
12	GAS TAX	\$25,759,932	\$9,192,128	\$16,567,804	\$2,527,000	\$28,286,932	\$12,393,399	\$74,775,187
18	PARK & REC CAPITAL IMPROV							
92006	Comm Park Energy Savings Improvements	648,671	405,704	242,967	0	648,671	250,000	0
92909	Westside Community Pool (on hold)	2,000,000	614,852	1,385,148	0	2,000,000	0	9,114,852
92916	Community Park 2 nd Entrance, Ramelli/ Telephone	1,048,000	69,506	978,494	0	1,048,000	968,000	0
92917	Westpark - Portland Loo Restrooms	140,000	14,644	125,356	0	140,000	122,800	0
92918	Arroyo Verde Park Playground Rebuild	1,095,034	0	1,095,034	0	1,095,034	0	0
18	PARK & REC CAPITAL IMPROV	\$4,931,705	\$1,104,706	\$3,826,999	\$0	\$4,931,705	\$1,340,800	\$9,114,852

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
19	PUBLIC ART PROGRAM							
98167	Public Art-Promenade/ Surfers Point (on hold)	5,000	2,179	2,821	0	5,000	0	150,000
98168	Public Art-Harbor Wastewater Wetlands- Phase I (on hold)	195,728	195,728	0	0	195,728	0	0
98178	Public Art-Harbor Wastewater Wetlands Phase II (on hold)	0	0	0	0	0	0	940,000
98192	Public Art-Wells Neighborhood Park	65,462	501	64,961	0	65,462	65,000	0
98198*	Public Art - Barranca Vista Center	62,000	11,999	50,001	0	62,000	0	0
19	PUBLIC ART PROGRAM	\$328,190	\$210,407	\$117,783	\$0	\$328,190	\$65,000	\$1,090,000
71	WASTEWATER CAPITAL							
96874	Wastewater Plant - Tertiary Filter Repl	640,000	6,099	633,901	0	640,000	25,000	5,780,000
96884*	Wastewater Plant - Efficiency Landscape Improvements	400,300	357,294	43,006	0	400,300	0	0
96894	Wastewater Plant- Maintenance Storage Bldg	2,420,000	111,556	2,308,444	0	2,420,000	360,000	0
96918	Wastewater Plant - Digester Improvement	10,121,904	771,895	9,350,009	0	10,121,904	4,100,000	0
96919	Wastewater Lift Station - North Bank Lift Station Upgrades	1,780,000	1,475,425	304,575	0	1,780,000	970,000	0
96922	Transfer Station - Seaside Electrical Equip Upgrade (on hold)	800,000	36,690	763,310	0	800,000	0	0
96926	Olivas Sewerline Extension	880,000	0	880,000	0	880,000	0	0
96927	Olivas Reclaimed Water Main	1,018,096	42,223	975,873	0	1,018,096	0	0
96928	Wastewater Plant - Aeration Blowers	8,224,875	830,668	7,394,207	4,254,875	12,479,750	3,219,000	0
96930*	Wastewater Plant - Headworks Building Demolition	454,700	264,490	190,210	0	454,700	0	0
96934	Seaside Wastewater Force Main	11,870,000	1,681,193	10,188,807	0	11,870,000	7,060,000	0
96935	Advanced Wastewater Treatment Plant Land Acqu	650,000	5,641	644,359	0	650,000	100,000	4,500,000
96936	Wastewater Plant - Primary Treatment Enhancement	3,648,834	0	3,648,834	(3,583,834)	65,000	65,000	0
96937	Sewerline Replacement - Main St. - Mills to Telephone	2,750,000	150,911	2,599,089	0	2,750,000	100,000	0
96938	Brine Line Ocean Outfall	1,903,060	329,902	1,573,158	0	1,903,060	160,000	35,096,940

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
96939	Wastewater Plant - Wetlands Improvements	1,740,000	153,106	1,586,894	(671,041)	1,068,959	100,000	9,571,041
96940	Recycled Waterline - Purewater Pipelines	750,000	3,444	746,556	0	750,000	100,000	15,750,000
96941	Sewerline Replacement - Ann Street	2,560,000	2,115,525	444,475	0	2,560,000	1,110,000	0
96943	Wastewater Plant - Site Security Enhancements	262,500	25,109	237,391	0	262,500	130,000	1,827,500
96944	Wastewater - Seaside Transfer Station Improvements	5,740,000	606	5,739,394	0	5,740,000	100,000	15,900,000
96945	Wastewater Plant - Advanced Purification Facility	3,560,000	1,998,426	1,561,574	0	3,560,000	100,000	74,140,000
96946	Sewerline Replacement - Palma/Harbor	100,000	314	99,686	0	100,000	100,000	8,900,000
96947	Harbor Force Main - San Pedro to Figueroa	650,000	19,784	630,216	0	650,000	100,000	11,900,000
96948	Sewerline Replacement - Hwy 101 to Northbank	330,000	0	330,000	0	330,000	60,000	0
96949	Sewerline Replacement - Bristol Line	100,000	314	99,686	0	100,000	100,000	0
96950	Sewerline Replacement - Navigator/Harbor	100,000	314	99,686	0	100,000	100,000	0
96951	Sewerline Replacement - Alley/Mills to Empire	100,000	506	99,494	0	100,000	100,000	0
96952	Sewerline Replacement - S. Victoria Ave	100,000	314	99,686	0	100,000	100,000	0
71	WASTEWATER CAPITAL	\$63,654,269	\$10,381,749	\$53,272,520	\$0	\$63,654,269	\$18,459,000	\$183,365,481
72	WATER CAPITAL							
97896	Golf Course Bps & Wells Upgrade (on hold)	1,970,000	36,768	1,933,232	0	1,970,000	0	0
97921	Foster Park Wellfield Production Restoration	3,250,000	9,952	3,240,048	0	3,250,000	100,000	0



EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
97923	Mound Well 2	5,875,000	843,960	5,031,040	0	5,875,000	5,080,000	0
97933	Well - Foothill Well (on hold)	2,568	2,568	0	0	2,568	0	0
97934	Water Quality Reverse Osmosis - Treatment	2,800,000	66,780	2,733,220	0	2,800,000	100,000	0
97938	Automated Meter Reading Installation	17,000,000	5,629,176	11,370,824	0	17,000,000	5,500,000	0
97941	Waterline Replacement - Pierpont Lanes	1,560,000	266,427	1,293,573	0	1,560,000	100,000	0
97942	Treatment - Avenue Plant Membrane Module Repl	3,200,000	1,250,356	1,949,644	0	3,200,000	100,000	0
97945	Well - Repair and Restoration Of Intake Structure	785,000	66,630	718,370	0	785,000	715,000	0
97948	Waterline Replacement - Ondulando Phase 4	3,000,000	2,283,309	716,691	0	3,000,000	0	0
97949	State Water Project Interconnection	3,900,000	700,051	3,199,949	0	3,900,000	100,000	0
97950	Olivas Potable Water Main	1,840,000	60,775	1,779,225	0	1,840,000	100,000	0
97951	Well - Mound Well 3	5,400,000	1,364,046	4,035,954	0	5,400,000	1,620,000	0
97953	Pump Station - Seaward/Poli Upgrade	1,250,000	173,417	1,076,583	0	1,250,000	600,000	0
97954	Waterline Replacement - Harbor - Peninsula to Beach	1,036,000	268,779	767,221	0	1,036,000	766,500	0
97955	Waterline - Midtown to Westside Interconnection	13,400,000	324,235	13,075,765	0	13,400,000	950,000	0
97956	Waterline - Eastside to Midtown Interconnection	3,950,000	98,321	3,851,679	0	3,950,000	350,000	0
97957*	Mariano Water Reservoirs Replacement	1,935,000	1,656,569	278,431	0	1,935,000	0	0
97958	Water Well - Saticoy Well 4	5,100,000	20	5,099,980	0	5,100,000	100,000	0
97959	Water Treatment - Saticoy Cond Fac Upgrade	3,550,000	0	3,550,000	0	3,550,000	100,000	0
97960	Treatment - Bailey Plant Mod	555,000	0	555,000	0	555,000	0	0
97961	Waterline Replacement - Main St/Telephone Rd	300,000	5,992	294,008	0	300,000	294,500	0
97962	Waterline Replacement - Alley,Wells to Campanula	350,000	22,093	327,907	0	350,000	100,000	0
97963	Well - Saticoy Country Club Well No. 2 Rehab	500,000	0	500,000	0	500,000	50,000	0
97964	Well - Victoria Well No. 3	150,000	0	150,000	0	150,000	150,000	0
97965	Treatment - State Water Blending Station	1,360,000	21,743	1,338,257	0	1,360,000	180,000	0
97966	Pump Station - Kalorama Repl	390,000	0	390,000	0	390,000	390,000	0

EXHIBIT 5.03 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	CURRENT CIP APPROPRIATIONS	TOTAL SPENT TO DATE	AVAILABLE APPROPRIATIONS	FY 2019-20 APPROPRIATION ADJUSTMENTS	FY 2019-20 UPDATED TOTAL APPROPRIATIONS	FY 2019-20 SPENDING PLAN	UNFUNDED FUTURE PROJECT COSTS
97967	Pump Station - 210/260 Boundary Adj	1,500,000	0	1,500,000	0	1,500,000	160,000	0
97968	Emergency Generators - Various Sites	1,900,000	55,385	1,844,615	0	1,900,000	1,400,000	0
97969	Emergency Generators - Saticoy Country Club	800,000	23,500	776,500	0	800,000	600,000	0
72	WATER CAPITAL	\$88,608,568	\$15,230,852	\$73,377,716	\$0	\$88,608,568	\$19,706,000	\$0
GRAND TOTAL		\$213,823,702	\$46,517,968	\$167,305,734	\$4,307,000	\$218,130,702	\$60,599,499	\$309,807,004

*Projects closed or scheduled to be closed by June 30, 2019 or deleted from CIP plan

Note: All YTD and current data are as of June 30, 2019.

CAPITAL PROJECT IMPACT ON OPERATIONS BUDGET SUMMARY

EXHIBIT 5.04

FUND	FUND DESCRIPTION	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
02	General & Categorical Grant Program	0	0	0	0	0	0	0
04	Capital Improvement	0	0	0	0	0	1,000,000	1,000,000
05	Measure O-Transaction and Use Tax	0	(3,500)	(3,500)	(3,500)	(3,500)	(53,500)	(67,500)
10	Transportation	10,000	10,000	15,000	15,000	15,000	15,000	80,000
12	Gas Tax	1,000	8,500	8,500	8,500	8,500	8,500	43,500
18	Park & Rec Capital Improv	0	7,600	7,600	7,600	7,600	1,007,600	1,038,000
71	Wastewater Capital	0	(52,000)	(72,000)	78,000	4,153,000	4,153,000	8,260,000
72	Water Capital	0	164,000	194,000	254,000	569,000	569,000	1,750,000
TOTAL		\$11,000	\$134,600	\$149,600	\$359,600	\$4,749,600	\$6,699,600	\$12,104,000

CAPITAL PROJECT IMPACT ON OPERATIONS BUDGET

EXHIBIT 5.05

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
02	GENERAL & CATEGORICAL GRANT PROGRAM							
90603	Wells Center Bus Stop Upgrade	0	0	0	0	0	0	0
02	GENERAL & CATEGORICAL GRANT PROGRAM	\$0	\$0	\$0	\$0	\$0	\$0	\$0
04	CAPITAL IMPROVEMENT							
93035	Cemetery Memorial Park Improvements	0	0	0	0	0	0	0
93061	Pier Corrosion Repairs	0	0	0	0	0	0	0
93063	Hall Canyon Channel Drainage Improvements	0	0	0	0	0	0	0



EXHIBIT 5.05 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
93064	Pier Electrical & Lighting Infrastructure Replacement	0	0	0	0	0	0	0
93065	Maintenance Yard Building Infrastructure Repair	0	0	0	0	0	0	0
93067	Police/Fire HQ Locker Room Renovation	0	0	0	0	0	0	0
93710	Harbor Area Public Safety Facility (on hold)	0	0	0	0	0	1,000,000	1,000,000
04	CAPITAL IMPROVEMENT	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
05	MEASURE O-TRANSACTION AND USE TAX							
69005	Harbor/Olivas Pk Dr Storm Drain Replacement	0	0	0	0	0	0	0
69006	Hall Canyon Channel Drainage Improvements	0	0	0	0	0	0	0
69008	Coastal Shoreline Preservation	0	0	0	0	0	0	0
69010	Barranca Vista Center Repairs/ Refurbishment	0	0	0	0	0	0	0
69011	City Hall Terra Cotta Maintenance	0	0	0	0	0	0	0
69012	Arroyo Verde Park Middle Restroom Replacement (on hold)	0	0	0	0	0	0	0
69015	Downtown and Wellness Dist Sidewalk Repair/ADA	0	0	0	0	0	0	0
69019	Street Resurfacing-Telephone Rd- Main to Mills	0	0	0	0	0	0	0
69020	Street Resurfacing-Alessandro- Seaward to End	0	0	0	0	0	0	0
69023	Traffic Signal System Upgrade	0	0	0	0	0	(50,000)	(50,000)
69025	East End Sidewalks and ADA Access	0	0	0	0	0	0	0
69026	Olivas Park Dr (Victoria to Golf Course) Pavement Overlay	0	0	0	0	0	0	0
69028	Portola Rd (Telephone to Thille) Pavement Overlay	0	0	0	0	0	0	0
69029	Main Street at Borchard Intersection Impr	0	0	0	0	0	0	0
69030	Pierpont Neighborhood Storm Water Lift Stations	0	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(17,500)
69035	Westside Sidewalks and ADA Access	0	0	0	0	0	0	0
05	MEASURE O-TRANSACTION AND USE TAX	\$0	\$(3,500)	\$(3,500)	\$(3,500)	\$(3,500)	\$(53,500)	\$(67,500)
10	TRANSPORTATION							
91049	Olivas Levee	0	0	0	0	0	0	0
91052	Street Resurfacing-Johnson Dr. - Telephone to Bristol	10,000	10,000	10,000	10,000	10,000	10,000	60,000
91054	Street Resurfacing-Harbor Blvd.- California to Sanjon (Hold)	0	0	0	0	0	0	0
91019	Olivas Park Dr Extension	0	0	5,000	5,000	5,000	5,000	20,000
10	TRANSPORTATION	\$10,000	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	\$80,000

EXHIBIT 5.05 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
12	GAS TAX							
91007	California St Bridge Upgrade	1,000	1,000	1,000	1,000	1,000	1,000	6,000
91017	Harbor/Vista Del Mar Improvements	0	0	0	0	0	0	0
91023	Traffic Signal Infrastructure Modernization	0	0	0	0	0	0	0
91027	Ventura River Trail - Sheridan Way Bike Path Link	0	2,500	2,500	2,500	2,500	2,500	12,500
91029	Hwy 126 Bike Path-Phase Iii	0	2,500	2,500	2,500	2,500	2,500	12,500
91032	Telegraph Rd - Anacapa Middle School Srts - 2011	0	2,500	2,500	2,500	2,500	2,500	12,500
91036	Us 101 - Oak Street Offramp	0	0	0	0	0	0	0
91042	Northbank Ext-Cabrillo Village	0	0	0	0	0	0	0
91060	Main Street Bridge Replacement	0	0	0	0	0	0	0
91062	Stanley Avenue/Hwy. 33 Interchange Improvement	0	0	0	0	0	0	0
91064	Street Resurfacing-Johnson Dr (Bristol to Hwy 101) (SB1)	0	0	0	0	0	0	0
91067	Street Resurfacing-2019 Slurry Seal/Cape Seal	0	0	0	0	0	0	0
91068	Street Resurfacing-2020 Slurry Seal/Cape Seal	0	0	0	0	0	0	0
91069	Street Resurf-Telephone Rd, Partridge to Ramelli (SB1)	0	0	0	0	0	0	0
91070	Montalvo Safe Route to School Impr	0	0	0	0	0	0	0
91071	Hamon Barranca Bike Path Corridor	0	0	0	0	0	0	0
91072	Street Resurfacing - Olivas Park, Victoria to Golf Course Dr	0	0	0	0	0	0	0
91073	Street Resurfacing- Victoria,Telephone to Hwy 126 (SB1)	0	0	0	0	0	0	0
91074	Street Resurfacing-Ralston, Portola to Victoria (SB1)	0	0	0	0	0	0	0
91075	Street Resurf-Telephone Rd, Victoria to Partridge (SB1)	0	0	0	0	0	0	0
91076	Street Resurfacing Telephone Rd, Main to McGrath	0	0	0	0	0	0	0
91077	Street Resurfacing- Telephone,Saratoga to Victoria	0	0	0	0	0	0	0
91078	Street Resurfacing-Walker/Moon Dr.,Dowell to Victoria	0	0	0	0	0	0	0
91079	Street Resurfacing Telegraph Rd- Main to Mills	0	0	0	0	0	0	0
12	GAS TAX	\$1,000	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	\$43,500

EXHIBIT 5.05 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
18	PARK & REC CAPITAL IMPROV							
92006	Comm Park Energy Savings Improvements	0	0	0	0	0	0	0
92909	Westside Community Pool (on hold)	0	0	0	0	0	1,000,000	1,000,000
92916	Community Park 2Nd Entrance, Ramelli/Telephone	0	0	0	0	0	0	0
92917	Westpark - Portland Loo Restrooms	0	7,600	7,600	7,600	7,600	7,600	38,000
92918	Arroyo Verde Park Playground Rebuild	0	0	0	0	0	0	0
18	PARK & REC CAPITAL IMPROV	\$0	\$7,600	\$7,600	\$7,600	\$7,600	\$1,007,600	\$1,038,000
71	WASTEWATER CAPITAL							
96874	Wastewater Plant - Tertiary Filter Repl	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
96894	Wastewater Plant- Maintenance Storage Bldg	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
96918	Wastewater Plant - Digester Improvement	0	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(60,000)
96919	Wastewater Lift Station - North Bank Lift Station Upgrades	0	0	0	0	0	0	0
96926	Olivas Sewerline Extension	0	0	0	0	0	0	0
96927	Olivas Reclaimed Water Main	0	0	0	0	0	0	0
96928	Wastewater Plant - Aeration Blowers	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(200,000)
96934	Seaside Wastewater Force Main	0	0	0	0	0	0	0
96935	Advanced Wastewater Treatment Plant Land Acq	0	0	0	0	0	0	0
96936	Wastewater Plant - Primary Treatment Enhancement	0	0	0	0	25,000	25,000	50,000
96937	Sewerline Replacement - Main St. - Mills to Telephone	0	0	0	0	0	0	0
96938	Brine Line Ocean Outfall	0	0	0	0	0	0	0
96939	Wastewater Plant - Wetlands Improvements	0	0	0	150,000	150,000	150,000	450,000
96940	Recycled Waterline - Purewater Pipelines	0	0	0	0	50,000	50,000	100,000
96941	Sewerline Replacement - Ann Street	0	0	0	0	0	0	0
96943	Wastewater Plant - Site Security Enhancements	0	0	0	0	0	0	0
96944	Wastewater - Seaside Transfer Station Improvements	0	0	0	0	0	0	0
96945	Wastewater Plant - Advanced Purification Facility	0	0	0	0	4,000,000	4,000,000	8,000,000
96946	Sewerline Replacement - Palma/ Harbor	0	0	0	0	0	0	0
96947	Harbor Force Main - San Pedro to Figueroa	0	0	0	0	0	0	0

EXHIBIT 5.05 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
96948	Sewerline Replacement - Hwy 101 to Northbank	0	0	0	0	0	0	0
96949	Sewerline Replacement - Bristol Line	0	0	0	0	0	0	0
96950	Sewerline Replacement - Navigator/Harbor	0	0	0	0	0	0	0
96951	Sewerline Replacement - Alley/ Mills to Empire	0	0	0	0	0	0	0
96952	Sewerline Replacement-S. Victoria Ave	0	0	0	0	0	0	0
71	WASTEWATER CAPITAL	0	\$(52,000)	\$(72,000)	\$78,000	\$4,153,000	\$4,153,000	\$8,260,000
72	WATER CAPITAL							
97896	Golf Course Bps & Wells Upgrade (on hold)	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
97921	Foster Park Wellfield Production Restoration	0	0	0	0	0	0	0
97923	Mound Well 2	0	40,000	40,000	40,000	40,000	40,000	200,000
97933	Well - Foothill Well (on hold)	0	0	0	0	0	0	0
97934	Water Quality Reverse Osmosis - Treatment	0	0	0	0	200,000	200,000	400,000
97938	Automated Meter Reading Installation	0	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(110,000)
97941	Waterline Replacement - Pierpont Lanes	0	0	0	0	0	0	0
97942	Treatment - Avenue Plant Membrane Module Repl	0	0	0	0	(25,000)	(25,000)	(50,000)
97945	Well - Repair and Restoration Of Intake Structure	0	0	0	0	0	0	0
97948	Waterline Replacement - Ondulando Phase 4	0	0	0	0	0	0	0
97949	State Water Project Interconnection	0	0	0	0	50,000	50,000	100,000
97950	Olivas Potable Water Main	0	0	0	0	0	0	0
97951	Well - Mound Well 3	40,000	40,000	40,000	40,000	40,000	40,000	240,000
97953	Pump Station - Seaward/Poli Upgrade	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(240,000)
97954	Waterline Replacement - Harbor - Peninsula to Beach	0	0	0	0	0	0	0
97955	Waterline - Midtown to Westside Interconnection	0	0	(20,000)	(20,000)	(20,000)	(20,000)	(80,000)
97956	Waterline - Eastside to Midtown Interconnection	0	0	0	(20,000)	(20,000)	(20,000)	(60,000)
97958	Water Well - Saticoy Well 4	0	0	0	0	40,000	40,000	80,000
97959	Water Treatment - Saticoy Cond Fac Upgrade	0	0	0	0	50,000	50,000	100,000
97960	Treatment - Bailey Plant Mod	0	0	0	0	0	0	0
97961	Waterline Replacement - Main St/ Telephone Rd	0	0	0	(20,000)	(20,000)	(20,000)	(60,000)
97962	Waterline Replacement - Alley,Wells to Campanula	0	0	0	0	0	0	0

EXHIBIT 5.05 (CONTINUED)

FUND/ PROJECT NO.	FUND DESCRIPTION/ PROJECT TITLE	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FUTURE YEARS	PROJECT IMPACT TOTAL
97963	Well - Saticoy Country Club Well No. 2 Rehab	0	50,000	50,000	50,000	50,000	50,000	250,000
97964	Well - Victoria Well No. 3	0	0	50,000	50,000	50,000	50,000	200,000
97965	Treatment - State Water Blending Station	0	0	0	100,000	100,000	100,000	300,000
97966	Pump Station - Kalorama Repl	0	0	0	0	0	0	0
97967	Pump Station - 210/260 Boundary Adj	0	10,000	10,000	10,000	10,000	10,000	50,000
97968	Emergency Generators - Various Sites	0	80,000	80,000	80,000	80,000	80,000	400,000
97969	Emergency Generators - Saticoy Country Club	0	26,000	26,000	26,000	26,000	26,000	130,000
72	WATER CAPITAL	\$0	\$164,000	\$194,000	\$254,000	\$569,000	\$569,000	\$1,750,000
GRAND TOTAL		\$11,000	\$134,600	\$149,600	\$359,600	\$4,749,600	\$6,699,600	\$12,104,000



A sepia-toned photograph of a coastal town built on a hillside. In the background, a large, rugged mountain rises, with a prominent peak and some sparse trees. The middle ground is filled with a dense residential area, featuring various styles of houses and buildings, interspersed with trees. In the foreground, a row of palm trees stands along the edge of a beach. The ocean is visible at the bottom of the frame, with a few people walking on the beach. A white rectangular box is overlaid on the left side of the image, containing the word "PERSONNEL" in a serif font.

PERSONNEL

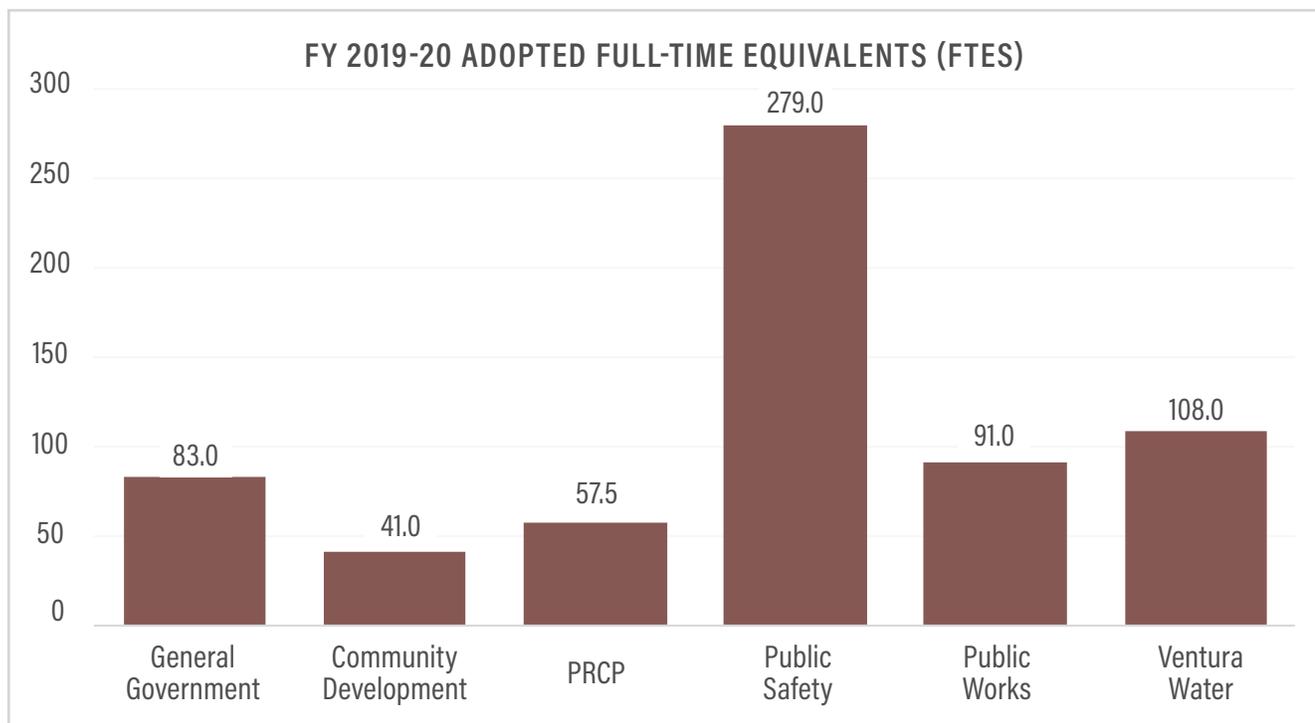


PERSONNEL

AUTHORIZED FULL-TIME EQUIVALENTS BY DEPARTMENT

DEPARTMENT	FY 2017-18	FY 2018-19	FY 2019-20	VARIANCE*
GENERAL GOVERNMENT				
City Attorney Department	9.0	9.0	9.0	0
City Manager Department	8.75	10.0	14.0	4.0
Finance and Technology Department	48.75	48.0	49.0	1.0
Human Resources Department	11.0	11.0	11.0	-
SUBTOTAL GENERAL GOVERNMENT	77.5	78.0	83.0	5.0
COMMUNITY DEVELOPMENT	42.0	42.0	41.0	(1.0)
PARKS, RECREATION AND COMMUNITY PARTNERSHIPS	52.5	58.5	57.5	(1.0)
PUBLIC SAFETY				
Fire Department	83.0	84.0	87.0	3.0
Police Department	172.0	186.0	192.0	6.0
SUBTOTAL PUBLIC SAFETY	255.0	270.0	279.0	9.0
PUBLIC WORKS	84.0	87.0	91.0	4.0
VENTURA WATER	100.0	100.0	108.0	8.0
TOTAL CITYWIDE FTES*	611.0	635.5	659.5	24.0

*The "Authorized Positions by Department" schedule outlines all variances



AUTHORIZED POSITIONS BY DEPARTMENT

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
CITY ATTORNEY DEPARTMENT				
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant City Attorney II ²	4	4	3	-1
City Attorney	1	1	1	0
Legal Litigation Assistant ³	0	0	1	1
Legal Litigation Secretary ³	1	1	0	-1
Paralegal	1	1	1	0
Senior Assistant City Attorney ²	1	1	2	1
CITY ATTORNEY DEPARTMENT TOTAL	9	9	9	0
CITY MANAGER DEPARTMENT				
Assistant City Clerk	1	1	1	0
Assistant City Manager	1	1	1	0
City Clerk	1	1	1	0
City Manager	1	1	1	0
Civic Engagement Specialist ⁴	0	1	0	-1
Communications Manager	1	1	1	0
Deputy City Clerk	1	1	1	0
Deputy City Manager ⁴	0	0	1	1
Economic Development Manager ⁵	0	0	1	1
Emergency Services Manager ⁶	0	0	1	1
Executive Assistant	2	2	2	0
Management Analyst II ⁵	0	0	1	1
Safe and Clean Program Manager ⁷	0	0	1	1
Senior Civic Engagement Specialist	0.75	0	0	0
Senior Management Analyst (CM Office)	0	1	1	0
CITY MANAGER DEPARTMENT TOTAL	8.75	10	14	4
COMMUNITY DEVELOPMENT DEPARTMENT				
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant Community Development Director ⁸	0	0	1	1
Associate Planner	6	6	6	0
Building Inspection Supervisor	1	1	1	0
Chief Building Official	1	1	1	0
Civil Engineer	1	0	0	0
Code Enforcement Manager	0	1	1	0
Code Enforcement Supervisor	1	1	1	0
Community Development Director	1	1	1	0
Construction Permits Supervisor	1	1	1	0
Construction Services Technician II	3	3	3	0
Economic Development Manager ⁵	1	1	0	-1
Electrical Inspector ⁹	1	1	0	-1
Management Analyst II ⁵	3	3	2	-1

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Parks, Recreation & Community Partnerships Manager	1	0	0	0
Planning Manager ⁸	1	1	0	-1
Plans Examiner ¹⁰	1	1	0	-1
Preservation Services Technician	1	1	1	0
Principal Planner	2	2	2	0
Secretary	3	3	3	0
Senior Building Inspector ⁹	3	3	4	1
Senior Code/Fire Inspector ¹¹	3	3	4	1
Senior Construction Services Technician	1	1	1	0
Senior Office Assistant	1	1	1	0
Senior Planner	4	4	4	0
Senior Plans Examiner ¹⁰	0	1	2	1
COMMUNITY DEVELOPMENT DEPARTMENT TOTAL	42	42	41	-1
FINANCE AND TECHNOLOGY DEPARTMENT				
Accountant II	4.75	5	5	0
Accounting Manager	1	1	1	0
Accounting Technician	2	2	2	0
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant Finance Director	1	1	1	0
Business Tax Assistant ¹²	2	2	3	1
Digital Publishing Specialist II	2	2	2	0
Digital Publishing Supervisor	1	1	1	0
Enterprise Applications Analyst	0	1	1	0
Enterprise Systems Development Supervisor	1	1	1	0
Finance and Technology Director	1	1	1	0
Financial Services Manager ¹³	0	0	1	1
Geographic Information Systems Coordinator	0	1	1	0
Information Technology Manager	1	1	1	0
Information Technology Operations Supervisor	0	1	1	0
Mailroom Clerk	1	0	0	0
Management Analyst II	1	2	2	0
Network Administrator	1	1	1	0
Office Assistant II	0	1	1	0
Principal Financial Analyst ¹³	1	1	0	-1
Purchasing Supervisor	1	1	1	0
Senior Accountant ¹⁴	3	3	2	-1
Senior Accounting Assistant	6	6	6	0
Senior Buyer	1	1	1	0
Senior Financial Analyst	3	3	3	0
Systems Analyst II	5	2	2	0
Systems Specialist	2	1	1	0
Systems Support Analyst II	1	1	1	0
Systems Support Technician II	4	3	3	0
Telecommunications Specialist	1	1	1	0

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Treasury Manager ¹⁴	0	0	1	1
FINANCE AND TECHNOLOGY DEPARTMENT TOTAL	48.75	48	49	1
FIRE DEPARTMENT				
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant Fire Chief	1	1	1	0
Emergency Medical Svcs. Coordinator	1	1	1	0
Fire Battalion Chief	4	4	4	0
Fire Captain ¹⁵	21	21	22	1
Fire Chief	1	1	1	0
Fire Engineer ¹⁵	21	21	22	1
Fire Marshal	1	1	1	0
Fire Prevention Specialist	0	1	1	0
Fire Prevention Supervisor	1	1	1	0
Firefighter-Paramedic Recruit	0	0	0	0
Firefighter	1	1	1	0
Firefighter-Paramedic ¹⁵	23	23	24	1
Hazardous Materials Specialist	2	2	2	0
Management Analyst II	1	1	1	0
Preservation Services Technician	1	1	1	0
Secretary	2	2	2	0
Senior Code/Fire Inspector	1	1	1	0
FIRE DEPARTMENT TOTAL	83	84	87	3
HUMAN RESOURCES DEPARTMENT				
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant Human Resources Director ¹⁶	0	0	1	1
Human Resources Analyst II	1	1	1	0
Human Resources Director	1	1	1	0
Human Resources Technician II	4	4	4	0
Principal Human Resources Analyst ¹⁶	3	3	2	-1
Risk Manager	1	1	1	0
HUMAN RESOURCES DEPARTMENT TOTAL	11	11	11	0
PARKS, RECREATION AND COMMUNITY PARTNERSHIPS DEPT				
Administrative Assistant ¹			1	1
Administrative Secretary ¹	1	1	0	-1
Aquatic Facility Operator	1	1	1	0
Aquatics Coordinator	1	1	1	0
Aquatics Supervisor	1	1	1	0
Civic Engagement Specialist ¹⁷	1	1	0	-1
Community Outreach Specialist ¹⁷	0	0	1	1
Facilities Maintenance Worker II	3	3	3	0
Graphics Specialist II	1	1	1	0

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Graphics Supervisor	1	1	1	0
Groundskeeper II ¹⁸	6	10	6	-4
Irrigation Maintenance Worker II	1	1	1	0
Management Analyst II	1.5	1.5	1.5	0
Office Assistant II	0	1	1	0
Park Maintenance Leadworker	3	3	3	0
Parks Manager	1	1	1	0
Parks Supervisor	0	3	3	0
Parks, Recreation & Community Partnerships Coordinator	10	0	0	0
Parks, Recreation & Community Partnerships Manager	3	0	0	0
Parks, Recreation & Community Partnerships Supervisor	4	0	0	0
Parks, Recreation and Community Partnerships Director	1	1	1	0
Public Works Supervisor	3	0	0	0
Recreation and Community Partnerships Coordinator	0	10	10	0
Recreation and Community Partnerships Manager	0	3	3	0
Recreation and Community Partnerships Supervisor	0	4	4	0
Safe and Clean Groundskeeper ¹⁸	0	0	4	4
Safe and Clean Program Manager ⁷	0	1	0	-1
Secretary	1	1	1	0
Senior Landscape Inspector	1	1	1	0
Senior Office Assistant	2	2	2	0
Tree Coordinator	1	1	1	0
Tree Maintenance Leadworker	1	1	1	0
Tree Maintenance Worker II	3	3	3	0
PARKS, RECREATION & COMMUNITY PARTNERSHIPS DEPT TOTAL	52.5	58.5	57.5	-1
POLICE DEPARTMENT				
Accounting Technician	1	1	1	0
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant Police Chief	2	2	2	0
Business Services Officer	1	1	1	0
Civic Engagement Specialist ¹⁹	1	1	0	-1
Crime Analyst	1	1	1	0
Criminal Investigative Technician II ^{20,21}	0	2	5	3
Dispatcher Training Coordinator	1	1	1	0
Evidence Technician	2	2	2	0
Management Technician II ²²	0	0	1	1
Police Chief	1	1	1	0
Police Commander	5	5	5	0
Police Corporal	19	19	19	0
Police Officer ²³	89	98	102	4
Police Records Manager ²⁴	0	0	1	1
Police Records Specialist II	7	7	7	0
Police Records Supervisor ²⁴	1	1	0	-1

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Police Sergeant	13	14	14	0
Public Safety Dispatcher ²⁵	14	16	14	-2
Secretary	2	2	2	0
Senior Community Outreach Specialist ¹⁹	0	0	1	1
Senior Police Records Specialist	2	2	2	0
Senior Police Services Officer ^{20,22}	9	9	7	-2
Senior Public Safety Dispatcher ²⁵	0	0	2	2
POLICE DEPARTMENT TOTAL	172	186	192	6
PUBLIC WORKS DEPARTMENT				
Accounting Technician	1	1	1	0
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
City Transportation Manager	1	0	0	0
Civic Engagement Specialist ¹⁷		1		-1
Civil Engineer ^{26,27,28}	11	11	12	1
Community Outreach Specialist ¹⁷	0	0	1	1
Deputy Public Works Director ²⁷	0	0	1	1
Environmental Services Manager	1	1	1	0
Environmental Services Specialist	3	3	3	0
Environmental Services Supervisor	2	2	2	0
Equipment Mechanic II	6	6	6	0
Equipment Operator	4	4	4	0
Facilities Maintenance Leadworker	1	1	1	0
Facilities Maintenance Supervisor	0	1	1	0
Facilities Maintenance Worker II	4	4	4	0
Fleet and Facilities Manager	1	1	1	0
Fleet and Facilities Project Supervisor	0	1	1	0
Fleet Services Supervisor	0	1	1	0
Maintenance Worker II	4	4	4	0
Management Analyst II	1	1	1	0
Management Technician II ²⁹	0	2	4	2
Principal Civil Engineer	2	3	3	0
Property Management Specialist	0	1	1	0
Public Works Director	1	1	1	0
Public Works Supervisor ³⁰	6	3	2	-1
Secretary ²⁹	5	5	3	-2
Senior Civil Engineer ^{28,31}	3	3	5	2
Senior Construction Inspector	4	4	4	0
Senior Engineering Technician	8	8	8	0
Senior Environ Compliance Inspector	1	1	1	0
Senior Equipment Mechanic	1	1	1	0
Senior Management Analyst	1	1	1	0
Senior Office Assistant	1	0	0	0
Sign Maintenance Worker	2	2	2	0
Street Maintenance Leadworker	3	3	3	0

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Survey Specialist	1	1	1	0
Surveyor	1	1	1	0
Traffic Operations Supervisor ³⁰	0	0	1	1
Traffic Signal Repairer ³²	1	1	0	-1
Traffic Signal Technician II ³²	2	2	3	1
PUBLIC WORKS DEPARTMENT TOTAL	84	87	91	4
VENTURA WATER				
Administrative Assistant ¹	0	0	1	1
Administrative Secretary ¹	1	1	0	-1
Assistant General Manager-Water ³³	1	1	2	1
Civil Engineer	1	1	1	0
Electrical-Mechanical Leadworker	1	1	1	0
Electrical-Mechanical Maint. Worker	5	5	5	0
Environmental Compliance Supervisor	1	1	1	0
Environmental Services Specialist ³⁴	2	2	3	1
Instrumentation and Electrical Tech	2	3	3	0
Laboratory Analyst II ^{35,36}	0	0	5	5
Laboratory Assistant	1	1	1	0
Laboratory Supervisor	1	1	1	0
Laboratory Technician I ³⁵	3	3	0	-3
Laboratory Technician II ³⁵	1	1	0	-1
Lead Plant Operator ³⁷	5	5	0	-5
Lead Plant Operator IV ³⁷	0	0	5	5
Lead Water Distribution Operator ³⁸	4	4	0	-4
Lead Water Distribution Operator IV ³⁸	0	0	4	4
Management Analyst II	4	5	5	0
Office Assistant II	0	0	0	0
Plant Operator Grade III ³⁹	14	14	0	-14
Plant Operator Grade IV ^{39,40}	0	0	16	16
Principal Civil Engineer	1	1	1	0
SCADA/Instrumentation & Systems Supervisor	1	1	1	0
Secretary	3	3	3	0
Senior Accounting Assistant	3	3	3	0
Senior Civil Engineer ⁴¹	0	0	1	1
Senior Engineering Technician ⁴²	0	0	1	1
Senior Environ Compliance Inspector	2	2	2	0
Senior Laboratory Analyst ⁴³	0	0	1	1
Senior Laboratory Technician ⁴³	1	1	0	-1
Senior Office Assistant	1	1	1	0
Utilities Mechanic II ⁴⁴	6	6	7	1
Utilities Service Leadworker	2	1	1	0
Utilities Service Representative	2	2	2	0
Utility Asset Management System Specialist	1	1	1	0
Utility Billing Supervisor ⁴⁵	0	0	1	1

AUTHORIZED POSITIONS BY DEPARTMENT (CONTINUED)

POSITION NAME	FY 2017-18 ADOPTED	FY 2018-19 ADOPTED	FY 2019-20 ADOPTED	VARIANCE
Ventura Water General Manager	1	1	1	0
Wastewater Collection Utility Ldwkr ⁴⁶	1	1	0	-1
Wastewater Collection Utility Leadworker III ⁴⁶	0	0	1	1
Wastewater Collection Utility Wk II ⁴⁷	6	6	0	-6
Wastewater Collection Utility Worker III ⁴⁷	0	0	6	6
Wastewater Maintenance Supervisor	1	1	1	0
Wastewater Plant Supervisor	1	1	1	0
Wastewater Utility Manager	1	1	1	0
Water Distribution Operator II ⁴⁸	13	12	0	-12
Water Distribution Operator III ⁴⁸	0	0	12	12
Water Distribution Supervisor	1	1	1	0
Water Production Leadworker	1	1	1	0
Water Resources Account Supervisor ⁴⁵	1	1	0	-1
Water Treatment/Production Supervisor	1	1	1	0
Water Utility Manager	1	1	1	0
Welder-Fabricator	1	1	1	0
VENTURA WATER TOTAL	100	100	108	8
GRAND TOTAL	611	635.5	659.5	24

NOTES

- 1 Administrative Secretaries were retitled to Administrative Assistants in FY 2018-19
- 2 Assistant City Attorney II was reallocated to a Senior Assistant City Attorney in FY 2018-19
- 3 Legal Litigation Secretary was retitled to Legal Litigation Assistant
- 4 Civic Engagement Specialist reclassified to a Deputy City Manger in FY 2018-19
- 5 Economic Development was moved from Community Development to City Manager's Office in FY 2019-20
- 6 New position in FY 2019-20
- 7 Safe and Clean Program Manager moved from Parks, Recreation, and Community Partnerships to City Manager's Office in FY 2019-20
- 8 Planning Manager was reallocated to Assistant Community Development Director position in FY 2018-19
- 9 Electrical Inspector reallocated to a Senior Building Inspector in FY 2018-19
- 10 Plans Examiner was reallocated to a Senior Plans Examiner in FY 2018-19
- 11 New position in FY 2019-20
- 12 New position in FY 2019-20
- 13 Principal Financial Analyst reallocated to Financial Services Manager in FY 2018-19
- 14 Senior Accountant reallocated to Treasury Manager in FY 2018-19
- 15 Fire Captain, Fire Engineer, and Firefighter-Paramedic added in FY 2018-19 to staff a new 40-hour paramedic roving engine
- 16 Principal Human Resources Analyst reallocated to Assistant Human Resources Director in FY 2018-19
- 17 Civic Engagement Specialists retitled to Community Outreach Specialists in FY 2018-19
- 18 Four (4) Groundskeeper positions reclassified to Safe and Clean Groundskeeper
- 19 Civic Engagement Specialist reallocated to Senior Community Outreach Specialist
- 20 One (1) Senior Police Services Officer reallocated to Criminal Investigative Technician II

NOTES (CONTINUED)

- 21 Two (2) Criminal Investigative Technician II positions added in FY 2019-20
- 22 One (1) Senior Police Services Officer reallocated to a Management Technician
- 23 New positions in FY 2019-20
- 24 Police Records Supervisor reallocated to Police Records Manager in FY 2018-19
- 25 Two (2) Public Safety Dispatchers reallocated to Senior Public Safety Dispatchers
- 26 Three (3) Civil Engineers added in FY 2018-19
- 27 One (1) Civil Engineer reallocated to a Deputy Public Works Director in FY 2018-19
- 28 One (1) Civil Engineer reallocated to a Senior Civil Engineer in FY 2018-19
- 29 Two (2) Secretaries reallocated to Management Technician II in FY 2018-19
- 30 One (1) Public Works Supervisor reallocated to Traffic Operations Supervisor in FY 2018-19
- 31 One (1) Senior Civil Engineer added in FY 2018-19
- 32 Traffic Signal Repairer reallocated to Traffic Signal Technician II in FY 2018-19
- 33 One (1) Assistant General Manager-Water added in FY 2018-19
- 34 One (1) Environmental Services Specialist added in FY 2018-19
- 35 Laboratory Technician I/II reallocated to Laboratory Analyst
- 36 One (1) new Laboratory Analyst added in FY 2018-19
- 37 Lead Plant Operator reallocated to Lead Plant Operator IV
- 38 Lead Water Distribution Operator reallocated to Lead Water Distribution Operator IV
- 39 Plant Operator III reallocated to Plant Operator IV
- 40 Two (2) Plant Operator Grade IV positions added in FY 2018-19
- 41 Senior Civil Engineer added in FY 2018-19
- 42 Senior Engineering Technician added in FY 2018-19
- 43 Senior Laboratory Technician reclassified to Senior Laboratory Analyst
- 44 One (1) Utilities Mechanic II added in FY 2018-19
- 45 Water Resources Account Supervisor retitled to Utility Billing Supervisor
- 46 Wastewater Collection Utility Ldwkr reallocated to Wastewater Collection Utility Leadworker III
- 47 Wastewater Collection Utility Wk II reallocated to Wastewater Collection Utility Worker III
- 48 Water Distribution Operator II reallocated to Water Distribution Operator III

JOB CLASS SALARY TABLE

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
S65	Accountant I	S627	\$30.75	\$41.20	\$5,329.43	\$7,141.45	Q
S67	Accountant II	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	Q
B10	Accounting Assistant	255	\$21.52	\$26.16	\$3,730.91	\$4,534.95	G
M48	Accounting Manager	M843	\$45.86	\$61.46	\$7,949.76	\$10,652.81	M
G36	Accounting Technician	301	\$27.07	\$32.91	\$4,692.98	\$5,704.40	G
K54	Administrative Aide	X005	\$12.00	\$14.50	\$0.00	\$0.00	X
C05	Administrative Assistant	C012	\$26.58	\$32.30	\$4,606.54	\$5,598.16	C
K31	Ambassador I	X005	\$12.00	\$14.50	\$0.00	\$0.00	X
K34	Ambassador II	X010	\$12.87	\$16.36	\$0.00	\$0.00	X
A87	Aquatic Facility Operator	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	A
K35	Aquatics Coordinator	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
R36	Aquatics Specialist	R224	\$12.00	\$20.00	\$0.00	\$0.00	R
S80	Aquatics Supervisor	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	S
N02	Assistant City Attorney I	M848	\$51.89	\$69.53	\$8,994.49	\$12,052.66	M
M02	Assistant City Attorney II	M852	\$57.28	\$76.75	\$9,928.17	\$13,303.87	M
S78	Assistant City Clerk	S628	\$31.52	\$42.23	\$5,462.65	\$7,320.01	C
E11	Assistant City Manager	E006	\$75.79	\$101.56	\$13,137.52	\$17,604.43	E
M14	Assistant Community Development Director	M854	\$60.18	\$80.64	\$10,430.78	\$13,977.32	M
S17	Assistant Engineer	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	S
M44	Assistant Finance Director	M854	\$60.18	\$80.64	\$10,430.78	\$13,977.32	M
M11	Assistant Fire Chief	B002	\$68.49	\$91.77	\$11,870.75	\$15,906.80	B40
M22	Assistant General Manager-Water	M855	\$61.68	\$82.65	\$10,691.55	\$14,326.78	M
M01	Assistant Human Resources Director	M851	\$55.88	\$74.88	\$9,686.06	\$12,979.32	M
S18	Assistant Planner	S625	\$29.27	\$39.22	\$5,072.60	\$6,797.35	Q
M12	Assistant Police Chief	T002	\$73.36	\$98.30	\$12,715.54	\$17,038.81	T
S12	Associate Engineer	S636	\$38.40	\$51.45	\$6,655.69	\$8,918.71	S
S10	Associate Planner	S629	\$32.30	\$43.29	\$5,599.22	\$7,503.01	Q
Q03	Building Inspection Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
J05	Building Inspector	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
S89	Business Services Officer	S637	\$39.36	\$52.74	\$6,822.09	\$9,141.70	S
B32	Business Tax Assistant	274	\$23.66	\$28.76	\$4,101.73	\$4,985.69	G
S63	Buyer	S617	\$24.02	\$32.19	\$4,163.36	\$5,578.92	Q
M07	Chief Building Official	M850	\$54.52	\$73.05	\$9,449.75	\$12,662.80	M
E03	City Attorney	E011	\$80.79	\$108.35	\$14,003.06	\$18,780.20	E
N30	City Clerk	M849	\$53.19	\$71.27	\$9,219.27	\$12,354.00	M
E01	City Manager	E013	\$129.12	\$129.12	\$22,379.97	\$22,379.97	E
S97	Civil Engineer	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	S
M08	Code Enforcement Manager	M840	\$42.59	\$57.07	\$7,382.18	\$9,892.17	M
S51	Code Enforcement Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
J25	Code/Fire Inspector	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
M49	Communications Manager	M841	\$43.65	\$58.50	\$7,566.68	\$10,139.46	M
E05	Community Development Director	E004	\$72.14	\$96.67	\$12,504.51	\$16,756.13	E
S74	Community Outreach Specialist	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	Q
J11	Construction Inspector	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G

JOB CLASS SALARY TABLE (CONTINUED)

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
S85	Construction Permits Supervisor	S643	\$45.64	\$61.16	\$7,911.54	\$10,601.59	S
G33	Construction Services Technician I	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
G34	Construction Services Technician II	315	\$29.03	\$35.29	\$5,032.47	\$6,116.99	G
L02	Councilmember	L000	Salary	Salary	\$0.00	\$600.00	L
S57	Crime Analyst	S626	\$30.00	\$40.20	\$5,199.43	\$6,967.27	S
G39	Criminal Investigative Technician I	277	\$24.02	\$29.20	\$4,163.55	\$5,060.90	G
G38	Criminal Investigative Technician II	305	\$27.62	\$33.57	\$4,787.59	\$5,819.32	G
C04	Deputy City Clerk	C012	\$26.58	\$32.30	\$4,606.54	\$5,598.16	C
E10	Deputy City Manager	M856	\$63.22	\$84.72	\$10,958.83	\$14,684.97	E
M15	Deputy Public Works Director	M854	\$60.18	\$80.64	\$10,430.78	\$13,977.32	M
K11	Digital Publishing Specialist I	235	\$19.48	\$23.68	\$3,376.76	\$4,104.48	G
K12	Digital Publishing Specialist II	255	\$21.52	\$26.16	\$3,730.91	\$4,534.95	G
S42	Digital Publishing Supervisor	S621	\$26.51	\$35.53	\$4,595.55	\$6,158.05	S
K21	Dispatcher Training Coordinator	324	\$30.37	\$36.91	\$5,263.58	\$6,397.84	G
M39	Economic Development Manager	M846	\$49.39	\$66.18	\$8,560.99	\$11,471.89	M
J16	Electrical Inspector	338	\$32.56	\$39.58	\$5,644.24	\$6,860.62	G
A66	Electrical-Mechanical Leadworker	340	\$32.89	\$39.98	\$5,700.81	\$6,929.38	A
A23	Electrical-Mechanical Maint. Worker	321	\$29.92	\$36.36	\$5,185.37	\$6,302.90	A
S90	Emergency Medical Svcs. Coordinator	S637	\$39.36	\$52.74	\$6,822.09	\$9,141.70	Q
M52	Emergency Services Manager	M843	\$45.86	\$61.46	\$7,949.76	\$10,652.81	M
S99	EMS Medical Director	X226	\$150.00	\$150.00	\$0.00	\$0.00	X
G10	Engineering Aide	X015	\$13.26	\$16.11	\$0.00	\$0.00	X
G09	Engineering Technician	290	\$25.63	\$31.15	\$4,442.48	\$5,399.85	G
S96	Enterprise Applications Analyst	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	S
S93	Enterprise Systems Development Supervisor	S643	\$45.64	\$61.16	\$7,911.54	\$10,601.59	S
J12	Environmental Compliance Inspector	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
S95	Environmental Compliance Supervisor	S636	\$38.40	\$51.45	\$6,655.69	\$8,918.71	S
K63	Environmental Services Assistant	X015	\$13.26	\$16.11	\$0.00	\$0.00	X
K64	Environmental Services Coordinator	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
N10	Environmental Services Manager	M840	\$42.59	\$57.07	\$7,382.18	\$9,892.17	M
S75	Environmental Services Specialist	S626	\$30.00	\$40.20	\$5,199.43	\$6,967.27	Q
S88	Environmental Services Supervisor	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	S
A30	Equipment Mechanic I	279	\$24.26	\$29.49	\$4,205.31	\$5,111.60	A
A32	Equipment Mechanic II	299	\$26.81	\$32.58	\$4,646.44	\$5,647.79	A
A08	Equipment Operator	262	\$22.29	\$27.09	\$3,863.44	\$4,696.07	A
K09	Evidence Technician	303	\$27.35	\$33.24	\$4,740.03	\$5,761.57	G
C03	Executive Assistant	C020	\$32.38	\$39.35	\$5,612.64	\$6,820.79	C
A84	Facilities Maintenance Leadworker	283	\$24.75	\$30.08	\$4,290.02	\$5,214.61	A
S82	Facilities Maintenance Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
A82	Facilities Maintenance Worker I	244	\$20.38	\$24.77	\$3,531.75	\$4,292.86	A
A83	Facilities Maintenance Worker II	263	\$22.40	\$27.23	\$3,882.72	\$4,719.55	A
E16	Finance and Technology Director	E004	\$72.14	\$96.67	\$12,504.51	\$16,756.13	E
S20	Financial Analyst I	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	Q
S26	Financial Analyst II	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	Q
Q02	Financial Services Manager	S643	\$45.64	\$61.16	\$7,911.54	\$10,601.59	M

JOB CLASS SALARY TABLE (CONTINUED)

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
N32	Fire Battalion Chief	B001	\$40.76	\$54.63	\$7,065.92	\$9,468.33	B56
K60	Fire Cadet	X005	\$12.00	\$14.50	\$0.00	\$0.00	X
F03	Fire Captain	F06	\$29.93	\$38.20	\$7,263.79	\$9,270.72	F56
E06	Fire Chief	E008	\$81.17	\$108.77	\$14,069.35	\$18,853.07	E
F02	Fire Engineer	F05	\$25.86	\$33.00	\$6,274.80	\$8,008.39	F56
S81	Fire Marshal	M844	\$47.01	\$62.99	\$8,148.54	\$10,919.10	M
J04	Fire Prevention Specialist	338	\$32.56	\$39.58	\$5,644.24	\$6,860.62	G
S79	Fire Prevention Supervisor	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	S
F01	Firefighter	F02	\$21.27	\$27.15	\$5,162.32	\$6,588.57	F56
K61	Firefighter Recruit	D002	\$26.12	\$26.12	\$4,527.67	\$4,527.67	D
F05	Firefighter Trainee	F01	\$20.26	\$24.63	\$4,916.43	\$5,975.98	F56
F04	Firefighter-Paramedic	F04	\$24.63	\$31.43	\$5,975.98	\$7,627.01	F56
K62	Firefighter-Paramedic Recruit	D003	\$30.24	\$30.24	\$5,241.37	\$5,241.37	D
F00	Firefighter-Paramedic Trainee	F03	\$23.45	\$28.51	\$5,691.41	\$6,917.92	F56
N25	Fleet and Facilities Manager	M844	\$47.01	\$62.99	\$8,148.54	\$10,919.10	M
S71	Fleet and Facilities Project Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
S70	Fleet Services Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
S73	Geographic Information Systems Coordinator	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	Q
G41	Graphics Specialist I	270	\$23.20	\$28.20	\$4,020.69	\$4,887.19	G
G42	Graphics Specialist II	289	\$25.50	\$31.00	\$4,420.35	\$5,372.92	G
S41	Graphics Supervisor	S626	\$30.00	\$40.20	\$5,199.43	\$6,967.27	S
A40	Groundskeeper I	202	\$16.52	\$20.09	\$2,864.16	\$3,481.45	A
A41	Groundskeeper II	238	\$19.77	\$24.04	\$3,427.63	\$4,166.34	A
J29	Hazardous Materials Specialist	338	\$32.56	\$39.58	\$5,644.24	\$6,860.62	G
R24	Head Lifeguard	R013	\$14.50	\$17.25	\$0.00	\$0.00	R
S06	Human Resources Analyst I	S628	\$31.52	\$42.23	\$5,462.65	\$7,320.01	C
S24	Human Resources Analyst II	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	C
C11	Human Resources Assistant	C001	\$20.25	\$24.62	\$3,510.85	\$4,266.62	C
E13	Human Resources Director	E001	\$66.99	\$89.77	\$11,611.65	\$15,559.73	E
C13	Human Resources Technician I	C009	\$24.68	\$29.99	\$4,277.64	\$5,198.44	C
C14	Human Resources Technician II	C013	\$27.24	\$33.10	\$4,721.72	\$5,738.11	C
M33	Information Technology Manager	M854	\$60.18	\$80.64	\$10,430.78	\$13,977.32	M
S77	Information Technology Operations Supervisor	S643	\$45.64	\$61.16	\$7,911.54	\$10,601.59	S
A81	Instrumentation and Electrical Tech	339	\$32.73	\$39.78	\$5,672.42	\$6,894.91	A
A47	Irrigation Maintenance Worker II	269	\$23.08	\$28.06	\$4,000.69	\$4,862.87	A
A28	Laboratory Analyst I	314	\$28.89	\$35.11	\$5,007.41	\$6,086.55	A
A29	Laboratory Analyst II	334	\$31.92	\$38.80	\$5,532.73	\$6,725.11	A
A27	Laboratory Assistant	255	\$21.52	\$26.16	\$3,730.91	\$4,534.95	A
S25	Laboratory Supervisor	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	S
J02	Landscape Inspector	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
A64	Lead Plant Operator III	364	\$37.07	\$45.06	\$6,425.67	\$7,810.49	A
A73	Lead Plant Operator IV	374	\$38.97	\$47.36	\$6,754.35	\$8,209.92	A
A63	Lead Water Distribution Operator III	321	\$29.92	\$36.36	\$5,185.37	\$6,302.90	A
A69	Lead Water Distribution Operator IV	332	\$31.60	\$38.41	\$5,477.80	\$6,658.36	A
C16	Legal Litigation Assistant	C014	\$27.92	\$33.93	\$4,839.73	\$5,881.56	C

JOB CLASS SALARY TABLE (CONTINUED)

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
R23	Lifeguard I	R005	\$12.00	\$14.50	\$0.00	\$0.00	R
R25	Lifeguard II-Swimming Instructor	R011	\$13.00	\$15.85	\$0.00	\$0.00	R
B01	Mailroom Clerk	224	\$18.44	\$22.42	\$3,196.47	\$3,885.34	G
A00	Maintenance Trainee	X010	\$12.87	\$16.36	\$0.00	\$0.00	X
A01	Maintenance Worker I	226	\$18.63	\$22.64	\$3,228.51	\$3,924.27	A
A02	Maintenance Worker II	252	\$21.20	\$25.77	\$3,675.50	\$4,467.58	A
S54	Management Analyst I	S627	\$30.75	\$41.20	\$5,329.43	\$7,141.45	S
S09	Management Analyst II	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	S
K50	Management Intern	X019	\$16.00	\$20.00	\$0.00	\$0.00	X
G44	Management Technician I	281	\$24.50	\$29.79	\$4,247.45	\$5,162.80	G
G45	Management Technician II	301	\$27.07	\$32.91	\$4,692.98	\$5,704.40	G
L01	Mayor	L001	Salary	Salary	\$0.00	\$700.00	L
S91	Network Administrator	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	S
K25	Office Aide	X005	\$12.00	\$14.50	\$0.00	\$0.00	X
B02	Office Assistant I	205	\$16.77	\$20.39	\$2,907.35	\$3,533.92	G
B03	Office Assistant II	224	\$18.44	\$22.42	\$3,196.47	\$3,885.34	G
C18	Paralegal	C020	\$32.38	\$39.35	\$5,612.64	\$6,820.79	C
A72	Park Maintenance Leadworker	272	\$23.43	\$28.48	\$4,060.96	\$4,936.17	A
M47	Parks Manager	M844	\$47.01	\$62.99	\$8,148.54	\$10,919.10	M
S76	Parks Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
E14	Parks, Recreation and Community Partnerships Director	E003	\$70.38	\$94.31	\$12,199.48	\$16,347.47	E
G21	Planning Assistant	281	\$24.50	\$29.79	\$4,247.45	\$5,162.80	G
G13	Planning Technician	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
S03	Plans Examiner	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	Q
A51	Plant Operator Grade I	317	\$29.32	\$35.64	\$5,082.95	\$6,178.33	A
A52	Plant Operator Grade II	326	\$30.67	\$37.28	\$5,316.29	\$6,461.97	A
A53	Plant Operator Grade III	345	\$33.72	\$40.99	\$5,844.71	\$7,104.31	A
A54	Plant Operator Grade IV	355	\$35.44	\$43.08	\$6,143.61	\$7,467.62	A
A50	Plant Operator-in-Training	252	\$21.20	\$25.77	\$3,675.50	\$4,467.58	A
J17	Plumbing/Mechanical Inspector	338	\$32.56	\$39.58	\$5,644.24	\$6,860.62	G
K15	Police Cadet	X005	\$12.00	\$14.50	\$0.00	\$0.00	X
E07	Police Chief	E012	\$89.60	\$120.06	\$15,529.89	\$20,810.24	E
M28	Police Commander	T001	\$62.01	\$83.09	\$10,748.52	\$14,403.01	T
P04	Police Corporal	P02	\$46.34	\$56.33	\$8,033.12	\$9,764.30	P
P02	Police Officer	P01	\$38.53	\$46.84	\$6,679.26	\$8,118.74	P
K19	Police Officer Trainee	D001	\$34.62	\$34.62	\$6,000.99	\$6,000.99	D
M50	Police Records Manager	M836	\$38.58	\$51.70	\$6,687.82	\$8,961.82	M
B09	Police Records Specialist I	207	\$16.94	\$20.59	\$2,936.58	\$3,569.40	G
B12	Police Records Specialist II	226	\$18.63	\$22.64	\$3,228.51	\$3,924.27	G
P07	Police Sergeant	P03	\$52.50	\$63.81	\$9,099.86	\$11,060.85	P
K10	Police Services Officer	264	\$22.51	\$27.36	\$3,902.18	\$4,743.21	G
G31	Preservation Services Assistant	281	\$24.50	\$29.79	\$4,247.45	\$5,162.80	G
G32	Preservation Services Technician	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
S01	Principal Civil Engineer	M849	\$53.19	\$71.27	\$9,219.27	\$12,354.00	M
S30	Principal Human Resources Analyst	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	M

JOB CLASS SALARY TABLE (CONTINUED)

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
S11	Principal Planner	S637	\$39.36	\$52.74	\$6,822.09	\$9,141.70	S
X10	Project Manager	X225	\$35.00	\$120.00	\$0.00	\$0.00	X
Q09	Property Management Specialist	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	Q
K22	Public Safety Call Taker	266	\$22.74	\$27.64	\$3,941.37	\$4,790.71	G
K23	Public Safety Dispatcher	305	\$27.62	\$33.57	\$4,787.59	\$5,819.32	G
K24	Public Safety Dispatcher Trainee	286	\$25.12	\$30.54	\$4,354.67	\$5,293.18	G
E08	Public Works Director	E004	\$72.14	\$96.67	\$12,504.51	\$16,756.13	E
S36	Public Works Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
S44	Purchasing Supervisor	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	S
K32	Recreation and Community Partnerships Coordinator	300	\$26.94	\$32.75	\$4,669.67	\$5,675.99	G
S66	Recreation and Community Partnerships Manager	M844	\$47.01	\$62.99	\$8,148.54	\$10,919.10	M
S52	Recreation and Community Partnerships Supervisor	S632	\$34.79	\$46.62	\$6,029.73	\$8,079.95	S
R21	Recreation Leader I	R005	\$12.00	\$14.50	\$0.00	\$0.00	R
R22	Recreation Leader II	R011	\$13.00	\$15.85	\$0.00	\$0.00	R
R32	Recreation/Interpret/Cultural Spec	R224	\$12.00	\$20.00	\$0.00	\$0.00	R
M40	Risk Manager	M843	\$45.86	\$61.46	\$7,949.76	\$10,652.81	M
A05	Safe and Clean Groundskeeper	202	\$16.52	\$20.09	\$2,864.16	\$3,481.45	A
M09	Safe and Clean Program Manager	M841	\$43.65	\$58.50	\$7,566.68	\$10,139.46	M
S38	SCADA/Instrumentation and Systems Supervisor	S634	\$36.55	\$48.97	\$6,334.97	\$8,488.95	S
B05	Secretary	262	\$22.29	\$27.09	\$3,863.44	\$4,696.07	G
Q04	Senior Accountant	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	S
B11	Senior Accounting Assistant	274	\$23.66	\$28.76	\$4,101.73	\$4,985.69	G
M04	Senior Assistant City Attorney	M858	\$66.43	\$89.01	\$11,513.68	\$15,428.35	M
J06	Senior Building Inspector	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
S47	Senior Buyer	S621	\$26.51	\$35.53	\$4,595.55	\$6,158.05	S
S98	Senior Civil Engineer	S643	\$45.64	\$61.16	\$7,911.54	\$10,601.59	S
J26	Senior Code/Fire Inspector	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
Q05	Senior Community Outreach Specialist	S634	\$36.55	\$48.97	\$6,334.97	\$8,488.95	S
J20	Senior Construction Inspector	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
G37	Senior Construction Services Technician	334	\$31.92	\$38.80	\$5,532.73	\$6,725.11	G
G11	Senior Engineering Technician	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
J13	Senior Environ Compliance Inspector	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
A33	Senior Equipment Mechanic	319	\$29.62	\$36.00	\$5,133.93	\$6,240.29	A
S05	Senior Financial Analyst	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	Q
A34	Senior Laboratory Analyst	344	\$33.55	\$40.78	\$5,815.65	\$7,068.97	A
J28	Senior Landscape Inspector	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
S08	Senior Management Analyst	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	S
U08	Senior Management Analyst (CM Office)	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	C
B04	Senior Office Assistant	243	\$20.27	\$24.64	\$3,514.18	\$4,271.56	G
S02	Senior Planner	S633	\$35.66	\$47.78	\$6,180.49	\$8,281.88	S
S27	Senior Plans Examiner	S634	\$36.55	\$48.97	\$6,334.97	\$8,488.95	Q
B13	Senior Police Records Specialist	245	\$20.48	\$24.89	\$3,549.42	\$4,314.32	G
K14	Senior Police Services Officer	284	\$24.87	\$30.23	\$4,311.44	\$5,240.61	G
K20	Senior Public Safety Dispatcher	334	\$31.92	\$38.80	\$5,532.73	\$6,725.11	G
A19	Sign Maintenance Worker	262	\$22.29	\$27.09	\$3,863.44	\$4,696.07	A

JOB CLASS SALARY TABLE (CONTINUED)

CLASS	CLASS TITLE	SAL RANGE	HOURLY MIN	HOURLY MAX	MONTHLY MIN	MONTHLY MAX	BARG UNIT
A60	Street Maintenance Leadworker	281	\$24.50	\$29.79	\$4,247.45	\$5,162.80	A
G35	Survey Specialist	328	\$30.98	\$37.65	\$5,369.62	\$6,526.83	G
S29	Surveyor	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	S
S87	Systems Analyst I	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	Q
S21	Systems Analyst II	S635	\$37.46	\$50.20	\$6,493.36	\$8,701.18	Q
S07	Systems Specialist	S639	\$41.35	\$55.41	\$7,167.47	\$9,604.52	S
Q07	Systems Support Analyst I	S627	\$30.75	\$41.20	\$5,329.43	\$7,141.45	Q
Q08	Systems Support Analyst II	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	Q
G02	Systems Support Technician I	270	\$23.20	\$28.20	\$4,020.69	\$4,887.19	G
G03	Systems Support Technician II	289	\$25.50	\$31.00	\$4,420.35	\$5,372.92	G
S86	Telecommunications Specialist	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	Q
S35	Traffic Operations Supervisor	S630	\$33.11	\$44.37	\$5,739.21	\$7,690.57	S
A16	Traffic Signal Technician I	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	A
A18	Traffic Signal Technician II	329	\$31.13	\$37.84	\$5,396.47	\$6,559.35	A
M51	Treasury Manager	M843	\$45.86	\$61.46	\$7,949.76	\$10,652.81	M
J01	Tree Coordinator	309	\$28.18	\$34.25	\$4,884.01	\$5,936.58	G
A71	Tree Maintenance Leadworker	276	\$23.90	\$29.05	\$4,142.86	\$5,035.66	A
A36	Tree Maintenance Worker I	238	\$19.77	\$24.04	\$3,427.63	\$4,166.34	A
A37	Tree Maintenance Worker II	257	\$21.74	\$26.43	\$3,768.27	\$4,580.44	A
A67	Utilities Mechanic I	283	\$24.75	\$30.08	\$4,290.02	\$5,214.61	A
A68	Utilities Mechanic II	303	\$27.35	\$33.24	\$4,740.03	\$5,761.57	A
A59	Utilities Service Leadworker	281	\$24.50	\$29.79	\$4,247.45	\$5,162.80	A
A12	Utilities Service Representative	262	\$22.29	\$27.09	\$3,863.44	\$4,696.07	A
Q31	Utility Asset Management System Specialist	S634	\$36.55	\$48.97	\$6,334.97	\$8,488.95	Q
S84	Utility Billing Supervisor	S631	\$33.94	\$45.48	\$5,882.67	\$7,882.87	S
E09	Ventura Water General Manager	E004	\$72.14	\$96.67	\$12,504.51	\$16,756.13	E
A65	Wastewater Collection Utility Leadworker II	321	\$29.92	\$36.36	\$5,185.37	\$6,302.90	A
A70	Wastewater Collection Utility Leadworker III	332	\$31.60	\$38.41	\$5,477.80	\$6,658.36	A
A03	Wastewater Collection Utility Worker I	277	\$24.02	\$29.20	\$4,163.55	\$5,060.90	A
A04	Wastewater Collection Utility Worker II	292	\$25.89	\$31.47	\$4,486.99	\$5,453.99	A
A06	Wastewater Collection Utility Worker III	303	\$27.35	\$33.24	\$4,740.03	\$5,761.57	A
S22	Wastewater Maintenance Supervisor	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	S
S23	Wastewater Plant Supervisor	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	S
M21	Wastewater Utility Manager	M848	\$51.89	\$69.53	\$8,994.49	\$12,052.66	M
A85	Water Distribution Operator I	277	\$24.02	\$29.20	\$4,163.55	\$5,060.90	A
A86	Water Distribution Operator II	292	\$25.89	\$31.47	\$4,486.99	\$5,453.99	A
A88	Water Distribution Operator III	303	\$27.35	\$33.24	\$4,740.03	\$5,761.57	A
S37	Water Distribution Supervisor	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	S
A62	Water Production Leadworker	340	\$32.89	\$39.98	\$5,700.81	\$6,929.38	A
S39	Water Treatment/Production Supervisor	S638	\$40.34	\$54.06	\$6,992.63	\$9,370.26	S
M20	Water Utility Manager	M848	\$51.89	\$69.53	\$8,994.49	\$12,052.66	M
A48	Welder-Fabricator	293	\$26.02	\$31.62	\$4,509.44	\$5,481.25	A

EMPLOYEE BENEFITS

The City of Ventura offers a generous benefit package to our at-will, regular, and probationary status employees. Benefits may differ by classification and union bargaining unit (Ventura Fire Management Association (VFMA), Ventura City Firefighters' Association (VCFA), Ventura Police Management Association (VPMA), Ventura Police Officers' Association (VPOA), Service Employees International Union (SEIU) and Unrepresented Employees).

INSURANCE

The City offers medical, dental, and life insurance plans for at-will, probationary, and regular status employees and their eligible dependents. The City makes contributions toward the cost of these plans, with employees picking up additional costs through payroll deductions. The City provides paid vision insurance coverage for at-will, probationary and regular status employees and their eligible dependents, and short and long-term disability benefits for some employee bargaining units.

RETIREMENT

At-will, probationary, and regular status employees are enrolled into membership with the California Public Employees' Retirement System (CalPERS). Extra-Help employees, who qualify for membership, are also enrolled in CalPERS. Extra Help employees not enrolled in CalPERS are enrolled in a Part-Time, Temporary, Seasonal (PTS) 457(b) plan, which is funded by employee contributions. No Social Security is withheld from employee wages, but the City does withhold the required 1.45% Medicare tax. A 457(b) plan is offered to probationary and regular status employees, with the City making/matching contributions on behalf of some employee bargaining units.

VACATION

At-will, probationary, and regular status employees in some employee bargaining units receive vacation hours that accrue semi-monthly. Accrual rates vary by bargaining unit. Regular, part-time employees earn at a rate proportionate to their regular work schedules.

SICK

At-will, probationary, and regular employees in some employee bargaining units receive sick leave that accrue semi-monthly. Accrual rates vary by bargaining unit. Regular, part-time employees earn at a rate proportionate to their regular work schedules. In accordance with California Labor Code Sections 245 through 249, Extra-Help employees are granted 24 hours of paid sick leave at the beginning each fiscal year.

HOLIDAY

At-will, probationary, and regular status employees earn ten regular City paid holidays, and two Optional Holidays per calendar year. Regular, part-time employees earn at a rate proportionate to their regular work hours. Employees hired after January 1st of each calendar year, will receive prorated banks of Optional Holiday hours for the year.

ANNUAL LEAVE

At-will, probationary, and regular status employees in the General and Maintenance Units receive Annual Leave hours that accrue semi-monthly. Accrual rates vary by bargaining unit. Regular, part-time employees earn at a rate proportionate to their regular work schedules.

PERSONAL LEAVE

At-will, probationary, and regular status employees in some employee bargaining units receive Personal Leave hours that accrue semi-monthly. Accrual rates vary by bargaining unit, and are prorated for employees hired after January 1st of each calendar year. Regular, part-time employees earn at a rate proportionate to their regular work schedules.

MEDICAL-DENTAL/OPTIONAL BENEFIT CONTRIBUTIONS

Eligible at-will, probationary, and regular status employees receive semi-monthly contributions from the City to be used toward the cost of medical and dental insurance benefits. Optional benefit dollars not used toward the cost of purchasing a City medical and/or dental insurance plan can be paid as a cash benefit to the employee on a semi-monthly basis. Employees waiving the City's medical insurance coverage are not eligible to receive a cash payment of unused Optional Benefit dollars. The City contribution varies by bargaining unit. Regular, part-time employees earn at a rate proportionate to their regular work hours.

FLEXIBLE SPENDING ACCOUNTS

Eligible at-will, probationary, and regular status employees are eligible to participate in a Flexible Spending Account (FSA) for qualifying medical and/or dependent care expenses.

EDUCATIONAL ASSISTANCE PROGRAM

All regular status employees are eligible to participate in the City's Tuition Reimbursement Program. This reimbursement program provides up to \$2,500 per fiscal year in educational reimbursements for the cost of tuition, required text books, and mandatory health fees at accredited colleges and universities recognized by the Department of Education.

WELLNESS PROGRAM

A comprehensive program is available, including on-site gym facilities and exercise classes.

PAGE INTENTIONALLY LEFT BLANK





FINANCIAL POLICIES



FINANCIAL POLICIES

FINANCIAL POLICIES

AP&P 14.7 – FINANCIAL POLICIES OVERVIEW

CITY OF SAN BUENAVENTURA ADMINISTRATIVE POLICY AND PROCEDURE

SUBJECT: Financial Policies Overview	APP NO. 14.7
ISSUED BY: Finance and Technology Department	APPROVED BY: Alex D. McIntyre, City Manager
DATE ISSUED INITIALLY: June 30, 2011	EXPIRATION DATE: June 30, 2020
REVIEW/UPDATE FREQUENCY: Annual	REVIEW/UPDATE RESPONSIBILITY: Finance & Technology Director
DATE OF THIS REVISION: June 30, 2019	DATES OF PREVIOUS REVISION: June 30, 2011; June 30, 2012, June 15, 2015; June 15, 2016; June 20, 2017; June 30, 2018
DEPARTMENTS/DIVISIONS AFFECTED BY POLICY/PROCEDURE: All City Departments	AUTHORITY: City Charter - Section 1202, Financial Administration; Ordinance 2012-012, Effective May 23, 2012; Ordinance 2009-031, Effective January 6, 2010

OVERVIEW OF FINANCIAL POLICIES

1. PURPOSE

The purpose of this Administrative Policy and Procedure is to apply City Charter Article XII, Fiscal Administration, and Ordinance 2012-012. It provides an overview of the various documents involved for this purpose and defines the related City Financial Policies in order to ensure that the various City departments understand and follow the established policies.

2. SCOPE

The following are policies, goals, requirements, and activities related to the following:

- Section 3. Budget Guidelines
- Section 4. Budget Controls
- Section 5. Budget Policies
- Section 6: Budget Estimated Year-end Fund Balances
- Section 7. Budget Carryover Appropriations and Encumbrances
- Section 8. Grants and Donations
- Section 9. Purchasing Controls
- Section 10. Purchasing Authority and Limits for Goods and Non-Professional Services
- Section 11. Purchasing Authority and Limits for Professional Services
- Section 12. Purchasing Authority and Limits for Public Works Contracts
- Section 13. Independent Audits
- Section 14. Internal Services Funds
- Section 15. Capital Improvement Policies
- Section 16. Debt Management Policies
- Section 17. Investments Policies
- Section 18. Revenue Policies
- Section 19. Expenditure Policies
- Section 20. Financial Reserve Policies
- Section 21. Surplus Fund Balance Policies
- Section 22. Capital Asset Management Policies

3. BUDGET GUIDELINES

- A. General Process and Goals:** The budget process is structured each year to achieve the fiscal and policy goals for the upcoming fiscal year while adhering to the timeline defined by the City Charter. The budget process will be results-based and focused on the achievement of strategic goals by identifying appropriate measurable outcomes and performance indicators.
- B. Strategic Planning:** The City uses strategic planning to map its goals, manage the resources necessary to achieve them, define the direction for the City, and provide a framework for the strategies and activities of the departments. The City's strategic business planning and budgeting decisions will be based upon analyses and economic and financial modeling.
- C. Performance Measurements:**
1. Under the guidance of the City Manager, the City will create a Strategic Plan that identifies the strategic goals for the following years, with proposed outcomes that measure appropriate results.
 2. The department directors will develop performance measures for each strategic goal to monitor and support achievement of successful results that are expected to reflect customer needs and program performance. Performance measures should include stretch goals to ensure continuous improvement.
 3. Periodic performance reports will be presented and distributed.
 4. An annual State of the City report will be presented and distributed that summarizes the operation and performance of the City.
- D. Timing and Submission of Budget:** On or before the first day of May of each year, the City Manager shall submit to the Council a proposed budget for the following period. This budget will be based upon analyses and economic and financial modeling.
- E. Balanced Budget:**
1. **Balanced Budget Requirement:** The City shall adopt and maintain a balanced operating budget and an integrated capital budget by the end of each fiscal year. The budget shall be balanced with current revenues (and/or use of fund balance) equal to or greater than current expenditures/expenses.
 2. The City will develop an itemized budget for each fund. The form and level of itemization shall be determined by the City Manager as he/she deems desirable or as the City Council may require (City Charter, Section 1206).
 3. The budget will be developed using the following strategies:
 - a. Improve productivity.
 - b. Review City services to realign, reduce, eliminate, or add programs.
 - c. Improve revenues.
 - d. Increase the City tax base.
 - e. Review existing fees and create new service fees for up to 100 percent full cost recovery subject to the City fee policy.
 - f. Establish prudent fund balance use in any fund in which annual expenses shall exceed revenues; operation reserves shall be used to meet the shortfalls.
- F. Capital Improvement:** The annual capital improvement budget will include estimated annual spending for capital improvement projects based upon the Capital Improvement Plan. The Plan will include estimated costs and projected resources for future capital improvements, such as new parks, facilities, and equipment.

- G. Utilities Owned by the City:** The budget shall include, in a separate section, a revenue and expense projection for the following two years of each utility owned or operated by the City.
- H. Risk and Insurance Management:** The City will maintain a comprehensive and coordinated policy of risk and insurance management which provides direction and guidance for the administration of a cost-effective, risk-insurance management program. Appropriate levels of Risk Management reserves shall be developed and maintained for this purpose.

4. BUDGET CONTROLS

A. Council Approval:

1. After reviewing the proposed budget and making such revisions as it may deem advisable, the Council shall determine the time for the holding of a public hearing thereon and shall cause notice of it to be published not less than ten (10) days prior to the hearing in at least one insertion in the official newspaper. Copies of the proposed budget shall be available for inspection by the public at least ten (10) days prior to the hearing (City Charter, Section 1207).

At the time so advertised or at any time to which such public hearing shall from time to time be adjourned, the Council shall hold a public hearing on the proposed budget, at which interested persons desiring to speak shall be heard. (City Charter, Section 1208).

At the conclusion of the public hearing the Council shall further consider the proposed budget and make any revisions that it may deem advisable. On or before June 30 it shall adopt by resolution the budget with revisions, if any, by the affirmative vote of at least four members of the Council. Upon final adoption, the budget, certified by the City Clerk, shall be reproduced and copies made available for the use of the public and of departments, offices and agencies of the City (City Charter, Section 1209).

2. Budget control is established at the highest level by the City Charter and is to be maintained at the fund and department level. All requests to transfer resources between funds shall be submitted to Council for approval. The City Manager has the authority to transfer appropriations within a fund and between departments in any amount, except where Council has expressly established a budget appropriation for a specific project and/or purpose. The City Manager may delegate this authority to the Assistant City Manager.
3. Subsequent to adoption, requests to appropriate established reserves and/or designations shall be submitted to Council for approval.

B. Budgetary Financial Reporting:

1. The City will establish and maintain a standard of accounting and budgeting practices that follow Generally Accepted Accounting Principles and Governmental Accounting Standards.
2. The Finance and Technology Department will prepare interim budget reports which will compare actual revenues and expenditures versus budgeted revenue and expense activity. The interim budget reports will provide information regarding budgetary and financial activity occurring within a particular fund, department, division, project, or account. Departments with projected balances that cause them to go over budget should request transfers through the City Council or through the City Manager via the authority provided in section 4.A.2 above.

C. Budget Appropriation Transfers:

1. For appropriations designated for personnel costs, the City Manager may authorize the transfer of unused balances of appropriations within the same fund, within or between departments, unless the City Council has expressly appropriated the balance for a specific object, character or group. This authorization may not be delegated; however, the City Council may authorize the transfer of unused balances of appropriations designated for personnel costs within the same fund, within or between departments.
2. For appropriations not designated for personnel costs, the City Manager may authorize the transfer of unused balances within the same fund, within or between departments, unless the City Council has expressly appropriated the balance for a specific object, character or group. This authorization may not be delegated; however, the City Council may authorize the transfer of unused balances of appropriations within the same fund, within or between departments.
3. For appropriations not designated for personnel costs, department directors may transfer unused balances in any amount within the same fund and department, office, or agency, unless the City Council has expressly appropriated the balance for a specific object, character, or group, in which case, the City Manager may transfer unused balances within the same fund and department, office, or agency. Only the City Council may transfer unused balances between funds.
4. The City Manager shall report to the City Council annually on any transfer of unused balances of \$50,000 or more.
5. All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered. Remaining balances for capital improvement project appropriations and grant appropriations will roll over from one year to the next until the project or grant is complete or City Council has adjusted the appropriations. At any public meeting after the adoption of the budget, the City Council may amend or supplement the budget by motion adopted by the affirmative vote of a majority of the total members of the City Council.
6. Department directors should anticipate the need for appropriation transfers before initiating any action that will cause a department within a fund to go over budget. The need for the effect of appropriation transfers should be projected for the remainder of the fiscal year.
7. The Finance & Technology Department will process appropriation transfers and supplemental appropriations approved by City Council or the City Manager.

5. BUDGET POLICIES

A. Salary and Benefits:

For the purposes of estimating, the Operating Budget will include the following:

1. Employee salaries will be budgeted at each employee's actual salary step or actual salary (depending on the position) and corresponding employee benefit costs for all City Council authorized regular (permanent) positions. If a position is vacant during the time the budget is being developed, the position will be budgeted at the midpoint of the range.
2. A standard merit increase will be budgeted for eligible employees to be available if earned.

B. Light Duty Pay:

The City will provide annual funding of light duty pay for employees. This practice is intended to facilitate a speedy recovery from work-related injuries and return employees to regular work status.

C. Grants:

In those areas where permanent staffing is funded with ongoing grants, the expenditures and revenues shall be included in the budget. Grants with uncertain funds shall be presented to City Council for approval. If approved, the program elements shall be increased with expenditures and revenues provided for in the grant. (APP 1.2 and 14.7 section 2c)

D. Contingencies:

1. General Fund – Contingency Account

- a. On an annual basis, the General Fund operating budget will include a General Fund contingency account in an amount established by the City Council to provide for unbudgeted or unanticipated operating expenses.
- b. In addition, on an annual basis, the City operating budget will include a City Council contingency account in an amount established by the City Council to provide for unbudgeted or unanticipated operating expenses.
- c. Transfer and use of an amount of \$50,000 or less from the General Fund's contingency account, and within the same fund, shall require the approval of the City Manager. Use of General Fund contingency funds in excess of \$50,000 will require City Council approval. Regardless of the dollar amount, transfer of funds from the City Council contingency account requires approval of the City Council. In generating budget transfers, staff may recommend the use of these resources, if necessary, and shall identify any remaining balances in the contingency account.
- d. These resources are set aside in addition to the City's general reserve.
- e. This contingency will expire at the end of each fiscal year.

2. Special Funds Contingency Accounts

- a. The City will establish contingency accounts and provide appropriations in various special funds such as Water, Wastewater, Facility Maintenance, and Fleet Maintenance.
- b. The fund's budget may be used to provide for unbudgeted or unanticipated operating or capital expenses. The contingency amount for this fund is not to exceed 10 percent of available resources.
- c. Transfer and use of an amount of \$50,000 or less from the Special Fund Contingency Account and within the same fund and department, shall require the approval of the City Manager. Use of funds in excess of \$50,000 will require City Council approval.

6. BUDGET: ESTIMATED YEAR-END FUND BALANCES

- A.** During the annual development of the Operating and Capital budget, staff will analyze all funds and estimate the year-end balances.

The year-end balances will be staff's most informed estimate based upon up-to-date financial records, forecasted expenditures through year-end, the impact of outstanding encumbrances, and other pertinent information that could affect the year-end balances.

- B.** A clear distinction will be made within each fund balance to identify how much of the fund balance is reserved for activities or projects previously appropriated by the City Council, how much is encumbered or otherwise restricted, and how much is available for future City Council appropriation.
- C.** The standard date used for the year-ending balance is June 30.

- D. Finance & Technology shall properly classify fund balances based on current GASB requirements, which consider the relative strength of the constraints that control how specific amounts may be spent. These may include:
1. Nonspendable
 2. Restricted
 3. Committed
 4. Assigned
 5. Unassigned

7. BUDGET: CARRYOVER APPROPRIATIONS AND ENCUMBRANCES

- A. Appropriations:** An appropriation is defined as the authorization by an act of City Council to permit City Departments to incur obligations, and to pay for them from the Treasury. The City's Charter provides that all appropriations shall lapse at the end of the fiscal year except where they are lawfully encumbered. Annual budget appropriations lapse at year end. The only exceptions are grant funding appropriations and capital improvement project appropriations. At times a carryover may be necessary; however, this is the exception and not the rule and all budget appropriation carryovers must be approved by the Finance & Technology Director.
- B. Encumbrances:** An encumbrance is defined as a contingent liability, contract, purchase order, payroll commitment, tax payable or legal penalty that is chargeable to an account. Every purchase order is entered as an encumbrance on a specific fund(s); thereby, reserving the use of those funds for a specific purpose and until the funds are spent.

All encumbrances must have budgeted funds available prior to establishing the commitment. Operating expenses shall only be encumbered to the extent of those that will be spent in the current fiscal year. All encumbrances must be closed out when goods and/or services have been received and expensed. At year-end, all open encumbrances must be reviewed. There are four possible outcomes from this review:

1. Close the Purchase Order and disencumber all associated funds.
2. Keep it open if goods or services will have been received by year-end. (No budget carry over)
3. Keep it open if goods or services will be received the next fiscal year, using next year's budget. (No budget carry over)
4. Keep it open and roll over budget from current year under the following conditions:
 - a. It's a use of one-time money and the project is incomplete or not received. Unspent roll over appropriations will not be re-purposed; however, will be reduced from the revised budget.
 - b. Upon determination of available funds. special approval has been received from the Director of Finance & Technology.
 - c. Grant Balances: Grant awards often do not coincide with the City's fiscal year end. Therefore, remaining grant appropriations will be carried over from one year to the next. The carryover will include both remaining grant award amounts and supporting City funds. The budgets will be administratively revised upon completion of the fiscal year-end closing, completion of grant project or Council action.

8. GRANTS AND DONATIONS (Refer to APP 1.2)

- A. Departments should maximize grant and donation revenue to the extent possible.
- B. **City Manager Approval:** Application for a grant or donation of \$50,000 or less, which does not require an increase to the authorized City FTE total, City fund matching, or which requires no formal resolution shall be submitted to the City Manager for approval. The City Manager may elect to delegate this authority to the department director seeking the grant or donation.
- C. **Capital Project Grants:** Applications for capital improvement project grants will comply with State and Federal grant application guidelines. Funding for grant match requirements must be verified by the Finance and Technology Department and approved by the City Manager prior to submission of the grant application. The City Manager may elect to delegate this authority to the Finance and Technology Director. Projects considered for capital project grant applications will be guided by the City's approved Capital Improvement Project Plan.
- D. **City Council Approval Over \$50,000:** Application for grants sponsorship and donation above \$50,000 shall be submitted to the City Council for approval.
- E. **City Council Approval, Other:** Applications for grant sponsorships and donations of any amount that require City matching funds beyond the City Manager's approval level, additional personnel, or a formal resolution, will be submitted to the City Council for approval. Funding for grant match requirements must be verified by the Finance and Technology Department
- F. Departments must ensure the City has the capacity to commence spending the funds within the guidelines of the grant or donation agreement prior to application submission or acceptance of any grant or donation. All tracking, reporting, and reimbursement submissions (if applicable) must be completed in a timely manner and within the agreement guidelines to ensure funding is not retracted.

9. PURCHASING AND CONTRACTING CONTROLS

The City Manager shall promulgate written administrative policies and procedures to implement the requirements of the Municipal Code. The interpretive authority from those policies is defined in this section.

As a general practice, departments must identify funding sources and availability prior to making purchases. This determination can be verified by the staff in the Financial Planning and Analysis division in the Finance and Technology Department.

When the expenditure of Federal funds is anticipated, whether a grant, cooperative agreement or reimbursement of disaster expenses (FEMA), the uniform guidelines contained in the Code of Federal Regulations (CFR), specifically 2 CFR Part 200, sections 200.318 through 200.326 must be followed. See Appendix A.

A. Types of Contracts Defined:

1. **Public Works Contracts:** A public works contract is a contract paid for in whole or in part out of public funds for the construction, alteration, repair, improvement, reconstruction demolition or maintenance of any public building, street, sidewalk, utility, park or open space improvement, or other public improvement. Contracts for maintenance of such improvements shall not be deemed public works contracts.
2. **Contracts for Goods:** A contract for goods is a contract for the acquisition of equipment, materials and supplies, including, but not limited to, office supplies, janitorial supplies, furnishings, machinery, tools, vehicles, computer hardware and other personal property, materials or goods. A contract for goods includes blanket purchase order contracts where no particular quantity of units to be purchased is established at the time the contracts are executed and which set forth pricing terms for the items to be purchased. A blanket purchase order contract must establish a maximum dollar amount for the contract and set forth pricing terms for the

items to be purchased. A contract for goods may include labor incidental to the purchase of goods, such as set-up, installation, and testing.

3. Non-Professional Services Contract: A non-professional services contract is a contract, with or without the furnishing of supplies or equipment, for work, labor, or services including, but not limited to:
 - a. Maintenance of public buildings, streets, parks and playgrounds, and other public improvements;
 - b. Repair, modification, and maintenance of equipment;
 - c. Licensing, installation, and maintenance of computer software;
 - d. Janitorial services, uniform cleaning, tree trimming, street sweeping, power washing, and landscape maintenance;
 - e. Leasing of personal property for use by the City; and
 - f. Temporary employment or payroll service contracts.
4. Professional Services Contracts: A professional services contract is a contract for services provided to the City by an independent consultant, who meets the definition of an Independent Contractor as defined by the Internal Revenue Service, or by consulting firms that offer such services, that are predominately intellectual and varied in character as opposed to manual or routine in nature, require specialized knowledge of an advanced type generally acquired from study at an institution of higher learning, and entail the exercise of a wide degree of discretion and judgment when performing the services.

Examples of services often contracted by the City include those performed by lawyers, engineers, architects, certified public accountants, information technology experts, and land use planners. On the other hand, examples of services often contracted by the City that are not professional services include janitorial services, landscape maintenance services, painters and/or laborers, as well as secretarial and general administrative services.

B. General Contracting Authority:

1. Contracting Authority - City Manager
 - a. The City Manager or his/her designee shall have authority to approve and execute contracts for the acquisition of equipment, materials, supplies, labor, non-professional services, public works contracts, or other items in an amount not to exceed \$250,000.
 - b. The City Manager or his/her designee shall have authority to approve and execute contracts for professional services in an amount not to exceed \$50,000.
 - c. The City Manager or his/her designee shall have authority to approve and execute contracts for the sale or exchange of surplus City property, regardless of the value of the property.
 - d. The City Manager, his/her designee, or the manager of any public utility owned, controlled or operated by the City shall have the authority to approve and execute contracts for the sale of products, commodities or services of any public utility owned, controlled or operated by the City upon forms approved by the City Manager and at rates fixed by the Council.
2. Contracting Authority - City Attorney
 - a. The City Attorney shall have authority to approve and execute contracts for legal services and litigation support services in an amount not to exceed \$50,000.
 - b. The City Attorney shall have authority to approve payment for the following litigation support services in an amount not to exceed \$50,000 collectively per matter:

- i. Registered process servers, copy services, investigators and court reporters.
 - ii. Experts and medical examinations.
 - iii. Mediators and arbitrators.
 - iv. Expert deposition fees and costs.
 - v. Jury fees, witness fees, exhibits and trial technology costs.
3. Contracting Authority - City Council
- a. The City Council shall have the sole authority to approve, and the Mayor shall execute, contracts for the acquisition of equipment, materials, supplies, labor, non-professional services, public works contracts, or other items when the amount exceeds \$250,000.
 - b. The City Council shall have the sole authority to approve, and the Mayor shall execute, contracts for professional services over \$50,000.
 - c. The City Council shall have the sole authority to approve, and the Mayor shall execute, contracts for the sale or lease of City-owned real property, regardless of the amount of the contract. Five affirmative votes of the Council shall be required.
 - d. The Deputy Mayor shall act as Mayor in the absence or disability of the Mayor.

C. Contracts Approved "As To Form:"

- a. The City Attorney shall approve as to form all contracts, purchase orders, documents and other agreements. The City Attorney's approval as to form may be performed on a general basis for standardized form contracts or on an individual basis, including vendor or contractor standardized contracts. No City office or department other than the City Attorney or Finance & Technology Director, with the City Attorney's advice, is authorized to create, modify, or approve for use, standardized form contracts.
- b. Each contract, purchase order, document, or other agreement that is subject to individual review and approval shall be signed by the City Attorney to signify that it is approved as to form. A standardized form contract that has been approved by the City Attorney for general use may be used without further approval or signature by the city attorney so long as the form is not modified.
- c. The Finance & Technology Director, in consultation with the City Attorney, shall be responsible for development of a control system for the creation and use of standard form contracts, purchase orders, documents, and other agreements to be included in the administrative policies and procedures, and these standard forms shall be reviewed and updated on a regular basis.

D. Delegations of Authority to Contract:

The City Manager may delegate in writing any authority to contract granted to the City Manager by this chapter to the Assistant City Manager, Finance & Technology Director, Assistant Finance Director, or to any department director. If the Assistant City Manager, Finance & Technology Director, Assistant Finance Director, or department director, as applicable, is unable to exercise the authority delegated to him/her due to legal or physical incapacity, constraint or unavailability, the City Manager may, with the prior concurrence of the City Attorney, delegate authority in writing to another City official or employee. The Finance & Technology Director shall be immediately apprised of any delegations of authority and shall keep a record of current delegations.

E. Authority to Modify and Terminate Contracts not Approved or Awarded by the Council:

Each person with contracting authority under this chapter may authorize and sign amendments or change orders to contracts they have awarded under the authority granted in this chapter subject to the following:

1. All modifications to contracts, including, but not limited to, changes to the scope of work, quantity of goods, price, or term shall be made in writing, and accomplished in accordance with the terms of the original contract. The amendment or change orders to a contract shall not cause the contract as modified to exceed the aggregate monetary or term limits of that person's authority as defined in this chapter; and
2. Each person with authority granted under this chapter to award and sign a contract also has the authority to terminate the contract in accordance with the contract terms and conditions.

F. Authority to Modify Contracts Awarded by the City Council:

1. The City Council, at the time it awards a contract or authorizes a City official or employee to award a contract, may also authorize the City official or employee to execute an amendment or change order to a contract in an amount exceeding the monetary and/or term limits of the official's or employee's aggregate contract authority set forth in this chapter. Amendments or change orders made under authority granted by the City Council shall be in writing, accomplished in accordance with the terms of the original contract, and shall not cause the contract as modified to exceed the aggregate limits of the authority granted by the City Council.
2. The City Manager or his/her designee is authorized to enter into and execute for and on behalf of the City, without the prior approval of the City Council, any amendment or change order to a contract previously approved by the City Council that does not increase the compensation for the contract to accomplish the following:
 - a. To extend the term of the contract for a period not to exceed six consecutive months from the last Council-approved expiration date; or
 - b. To make minor revisions to the scope of services or schedule; or
 - c. To make clerical corrections.
 - d. In addition, the City Manager may approve, and sign assignments of contracts previously approved by the City Council when he or she has determined that the proposed assignee has the ability, capacity, experience and skill and is otherwise qualified to perform the contract.

Change Order Authority and Interpretation by City Attorney's Office (2/2011): "Contracts and agreements awarded after 1/7/10 shall follow the requirements of Chapter 4.600 of the Municipal Code. Contracts awarded prior to 1/7/10 shall follow the Administrative Policies and Procedures, which were in place at the time the contract was awarded."

10. PURCHASING AUTHORITY AND LIMITS FOR GOODS AND NON-PROFESSIONAL SERVICES

- A. Designated Employee Purchases of Less than \$5,000:** Department directors and employees authorized in writing by them may award and sign contracts for goods or non-professional services in an amount less than \$5,000 and with a term of one year or less. All such purchases shall be in accordance with the contract procedures and requirements contained in the administrative policies and procedures. All department directors' written authorizations shall be kept on file in the office of the Finance and Technology Director. These controls may be implemented through electronic data systems.

Comparison of competitive prices are encouraged and recommended. Department Directors and division staff shall not split purchase orders or invoices to circumvent the designated dollar limits. The dollar limit shall include all necessary taxes and delivery costs.

Departments are not required to submit single/sole source or emergency justification forms for purchases less than \$5,000.

- B. Purchases of \$5,000 or over:** Purchases of \$5,000 or more are centralized and made through the Purchasing section unless otherwise authorized on a pre-approved and/or pre-bid Blanket Purchase Order (for "Goods") or an annual Service Agreement (for "Non-professional Services"). Blanket Purchase Orders and Service Agreements are required to be encumbered on an annual basis and shall not exceed one year unless the total amount due and payable by the City over the life of the contract is appropriated at the time the City assumes the obligation to pay.

For purchases in this range and type, departments shall submit a completed Purchase Requisition to the Purchasing section with detailed specifications as required.

When the expenditure of Federal funds is anticipated, whether a grant, cooperative agreement or reimbursement of disaster expenses (FEMA), the uniform guidelines contained in the Code of Federal Regulations (CFR), specifically 2 CFR Part 200, sections 200.318 through 200.326 must be followed. See Appendix A.

- C. Quotation/Bid Requirements - Purchases of \$5,000 to \$50,000 - Competitive Informal Procurement Required:**

Competitive price quotes are required for purchases of \$5,000 to \$50,000, unless otherwise stated in APP 18.1. Either the requesting department or the Purchasing section must obtain informal quotations or formal bids/proposals depending on the complexity of the item(s). If Purchasing determines a formal bid/proposal process is appropriate, the requesting Department shall be notified. Purchasing and the requesting department shall agree upon the process and closing time/date. If Purchasing decides an informal bid/proposal is appropriate, the requesting department may solicit and obtain competitive quotations. If the informal bid process is for a maintenance-type service exceeding \$15,000, prevailing wage laws will apply to this threshold, effective January 1, 2015, unless otherwise stated in APP 14.8

Once received, the Purchasing section shall evaluate all informal quotations and formal bids/proposals for purchases in this price range and re-issue quote requests when necessary. Price quotes not meeting the Purchasing section requirements shall be rejected.

Placement of the order shall be executed by Purchasing upon receipt of a completed purchase order/requisition and review and evaluation of all quotation documentation.

- D. Quotation/Bid Requirements - Purchases Over \$50,000; Competitive Formal Bids or Requests for Proposals Required:**

Purchases over \$50,000 shall require competitive Formal Bids or Requests for Proposals from two or more vendors unless otherwise stated in APP 18.1. If the informal bid process is for a maintenance-type service exceeding \$15,000, prevailing wage laws will apply to this threshold, effective January 1, 2015, unless otherwise stated in APP 14.8

When final bid procedures have been followed and only a single bid or Request for Proposal is received, the provision requiring two or more bids may be waived as determined by the Financial Services Manager.

Invoices and/or orders shall not be split to circumvent designated dollar limits. The dollar limit shall include all necessary taxes and delivery costs.

When the expenditure of Federal funds is anticipated, whether a grant, cooperative agreement or reimbursement of disaster expenses (FEMA), the uniform guidelines contained in the Code of Federal Regulations (CFR), specifically 2 CFR Part 200, sections 200.318 through 200.326 must be followed. See Appendix A.

11. PURCHASING AUTHORITY AND LIMITS FOR PROFESSIONAL SERVICES

Please refer to APP 8.2 Professional Contracts

12. PURCHASING AUTHORITY AND LIMITS FOR PUBLIC WORKS CONTRACTS

When the expenditure of Federal funds is anticipated, whether a grant, cooperative agreement or reimbursement of disaster expenses (FEMA), the uniform guidelines contained in the Code of Federal Regulations (CFR), specifically 2 CFR Part 200, sections 200.318 through 200.326 must be followed. See Appendix A.

In the construction, improvements, and repair of all public buildings and public works, excluding maintenance, and in furnishing any supplies or materials for the same, when the expenditures required therefore exceed the sum then set forth in Public Contract Code, the same shall be done by contract in accordance with the City Charter. In the event the expenditure is less than said sum, but more than \$10,000.00, the City Manager shall obtain informal bids from qualified contractors and award the contract to the lowest responsible bidder. The City Manager shall establish administrative policies and procedures for awarding of contracts by informal bid. Notwithstanding the above, water meter installations, fire line installations, connections to the City's water system and back flow prevention installations, regardless of the amount involved, may be performed by the City's Water department without putting such work out to bid.

13. INDEPENDENT AUDIT

- A. The City Council shall employ each year an independent, certified public accountant that shall examine the records, funds, and accounts of the City and make a report to the City Council, the City Manager, and the Finance & Technology Director of the City.
- B. In accordance with the Governmental Finance Officers Association (GFOA) best practices guidelines, the City should enter into multi-year agreements of at least five years in duration when obtaining the services of an independent auditing firm. Such multi-year agreements can take a variety of different forms (e.g., a series of single-year agreements or one multi-year agreement), consistent with applicable legal requirements.
- C. **Basic Financial Statements Audit:** The scope of the independent audit shall encompass a review of the fair presentation of the basic financial statements and a review of the fair presentation of individual funds and whether the City is in compliance with certain provisions of laws, regulations, contracts, and grant agreements. The auditing firm must also complete a review of internal control over financial reporting and submit a report on any findings of significant or material deficiencies. The auditing firm must conduct the audit in conformance to the independence standard promulgated in the General Accounting Office's Government Auditing Standards.
- D. **Single Audit:** The auditing firm will conduct a single audit to review the City's compliance with the requirements of laws, regulations, contracts, and grants applicable to each major federal program. The auditing firm must also complete a review of internal control over financial reporting and submit a report on any findings of significant or material deficiencies. The auditing firm must conduct the audit in conformance to the independence standard promulgated in the General Accounting Office's Government Auditing Standards.
- E. The Finance & Technology Director will be responsible for initiating a bid process for the services of the independent auditor at least every five years.

14. INTERNAL SERVICE FUNDS

- A. **Internal City Services:** The City will establish and maintain funds, appropriations and/or reserves sufficient to provide internal City services. At the discretion of the Finance & Technology Director, new Internal Service Funds may be created as the need arises. Current funds exist for the following:
 - 1. Information Technology:
 - a. Replacement of the City's computer infrastructure, including telecommunication systems, software and computers, and network support and GIS.

- b. Necessary cash flow for operating supplies, services, and training to maintain the City's computer infrastructure and technology capability.
 - c. Necessary cash flow for equipment and services required to maintain the City's computer infrastructure.
- 2. Facilities Maintenance:
 - a. Timely facilities maintenance and repairs.
 - b. Adequate cash flows to support annual operations.
 - c. Equipment replacement
- 3. Fleet Maintenance:
 - a. Maintenance and repair of vehicles and equipment in the City's fleet.
 - b. Replacement of fleet vehicles according to City's replacement schedule.
 - c. Adequate cash flows to support annual operations.
 - d. Adequate cash flows and resources for emergency replacement of essential vehicles.
- 4. Digital Publishing and Reproduction Services:
 - a. Timely replacement of reproduction and print equipment.
 - b. Adequate cash flows to support annual operations.
- 5. Workers' Compensation Fund:
 - a. Account for costs and liabilities related to the Workers' Compensation Program.
 - b. Provide adequate cash flows to cover claims and future liabilities.
- 6. Employee Benefits Fund:
 - a. Account for costs and liabilities related to insurance, PERS, federal and state taxes, and benefits paid by the City.
 - b. Provide adequate cash flows to cover current and future liabilities.
- 7. Risk Management Fund:
 - a. Account for costs for providing public liability insurance to operating funds.
 - b. Provide adequate cash flows to cover current and future claims and liabilities.

B. Internal Service Fund Balance: Reserves for individual funds will be held and established per the Reserves Financial Policy (Section 14 of this Policy).

15. CAPITAL IMPROVEMENT POLICIES

A. Capital Improvement Projects Plan:

1. The City's Charter requires that a five-year Capital Improvement Plan (CIP) be adopted prior to April 1st of each year. The CIP contains a prioritized listing and detailed information on all the capital projects planned for the next five to six years. A new CIP book containing a six-year work plan is approved and published in even numbered years. An updated five-year project listing is approved in odd numbered years, but a new CIP book is not published. The CIP includes projects for City owned facilities, property and infrastructure that are needed to maintain or enhance current service levels or provide new services to the public, City Staff or City

operations. The work plan includes a description of each project, total estimated cost, schedule for execution and funding strategy. It must also include the estimated annual cost of operating and maintaining any new facilities or infrastructure. The Public Works Department is responsible for developing and executing the CIP with input and support from all other departments and stakeholders.

2. The plan may also include a list of unfunded pending projects that are beyond six-year period and therefore are not considered part of the approved work plan. These projects are listed for long range planning purposes and do not require the same level of detail as the projects in the CIP work plan.
3. For the purposes of the CIP, a capital improvement project is any project paid for in whole or in part out of public funds for the construction, alteration, improvement, repair, reconstruction, replacement, or demolition (excluding maintenance) of any City owned facility, property or infrastructure where the total cost of the project exceeds \$50,000.
4. The City Manager is required to submit to City Council the five-year Capital Improvement Plan at least three months prior to the final date for submission of the annual budget. When approved by City Council, the CIP serves as authorization for appropriations by the Finance Department. The CIP may be modified by the City Council at any time.

B. Capital Improvement Appropriations:

1. The City will adopt capital improvement appropriations based upon the estimated availability of capital funds, capital improvement plan, current project funding needs, an evaluation of capital project needs, and Council actions and directions.
2. Approval of the capital improvement appropriation is the authority for the project to proceed and the spending limit for the projects.
3. The appropriations will remain until spent, revised by Council action, redirected by administrative action, or the capital improvement project is closed.
4. Capital improvement appropriations are carried over from one year to the next or adjusted by Council action until the project is closed.

C. Capital Improvement Budget:

1. The City Charter requires a budget for the capital improvement expenditures during the next fiscal year and the proposed method of financing the expenditures.
2. The City will coordinate the development of the capital improvement budget with development of the operating budget. The CIP budget shall include projects that span multiple fiscal years and result in capitalized assets. The CIP budget may include other projects of a capital nature that may not result in an asset and that span multiple fiscal years and have significant cost estimates. Annual allocation projects shall provide for smaller projects that are expected to be completed in a short timeframe.
3. The City will estimate proposed expenditures for the fiscal year capital budget adoption. The estimate will be based upon an evaluation of the next fiscal year spending for capital improvement projects.

D. Capital Assets: The City will maintain all capital assets at a level adequate to protect the City's investment and to minimize future maintenance and replacement costs.

E. Capital Financing: The City will pursue the most appropriate or least costly financing method for all new projects.

16. DEBT MANAGEMENT POLICIES

Note: The following is a summary of some of the City's more significant debt management policies. Please refer to the debt management policy for further details.

A. Debt Review:

1. When applicable, the City shall review its outstanding debt annually for determining if the financial marketplace will afford the City the opportunity to refund an issue and lessen its debt service costs.
2. In order to consider the possible refunding of an issue, a minimum of present value savings of three percent over the life of the respective issue must be attainable.

B. Long-Term Borrowing:

1. The City will confine long-term borrowing to capital improvements or projects that may not be financed from current revenues. Debt financing will be used only for major, non-recurring items with a minimum of four years of useful life for capital improvement, equipment, and projects.
2. When the City finances capital projects by issuing bonds, the payback period of the bonds will not exceed the estimated useful life of the project.
3. The City will strive to have the final maturity of debt obligations at, or below thirty years.
4. The City will not use long-term debt to fund current operations.

C. Bond Selection: Whenever possible, the City will use special assessment, revenue, or other self-supporting financing arrangements, such as certificates of participation, instead of general obligation bonds, so those benefiting from the improvements will bear all or part of the cost of the project financed.

D. Bond Rating and Disclosure:

1. The City will maintain good communications with bond rating agencies regarding its financial condition.
2. The City will follow a policy of full disclosure on every financial report and borrowing prospectus, including the Comprehensive Annual Financial Report (CAFR) and the Annual Disclosure Report. All financial and disclosure reporting will be submitted to the Electronic Municipal Market Access (EMMA) website as required by the Municipal Securities Rulemaking Board.

17. INVESTMENT POLICIES

Note: The following is a summary of some of the City's more significant investment policies. Please refer to the current investment policy for further details.

A. Pooled Investment Portfolio: The City's Statement of Investment Policy is adopted annually by resolution and applies to the investment of short-term operating funds of the City of Ventura in excess of those funds required to meet current City expenditures. The Policy addresses the pooling of funds, investment objectives, prudence and ethical standards, authorized investments, risk and diversification, performance standards, safekeeping, and reporting. This Policy does not apply to longer-term funds and proceeds from bond issues. Investment criteria related to bond proceeds are identified within the Trust Agreement of each debt issuance.

B. Investment Guidelines: The Investment Portfolio Guidelines (APP 16.2), addresses the direction and control over investment activities and to assure that the goals established in the City's Statement of Investment Policy are attained. These guidelines further define in more detail the current practices for internal controls set forth in the City's Statement of Investment Policy.

C. Investment Gains and Losses: The City will use Generally Accepted Accounting Principles (GAAP) and accounting principles as required by the Governmental Accounting Standards Board (GASB).

18. REVENUE POLICIES

A. Revenue Program: The City will pursue a diversified and stable revenue program to shelter it from unforeseeable short-run fluctuations in any single revenue source.

1. General Revenue Policies: General Fund revenues shall not be earmarked for any particular purpose, unless, required by law, GAAP or GASB. Revenues shall be deposited in the General Fund and appropriated during the budget projects or by a separate City Council action.
2. One-time Revenues: The City of Ventura shall use one-time revenues such as grants, tax windfall or unrestricted fund balances to pay for one-time expenditures. Furthermore, ongoing expenditures shall be funded by ongoing revenues. When new and ongoing program expenditures are added to the budget, an ongoing revenue source such as an increase in existing revenues or a new revenue source shall be identified to fully support the cost of the program.

B. Revenue Estimate: The City will annually estimate its operating revenues using analyses and economic and financial modeling. All revenue forecasts shall be well supported by objective external research and internal forecasting methods.

C. User Fees:

1. The City will annually review user fees and charges and make recommendations to adjust for cost recovery as defined in these policies.
2. Every two years, the City will review the full cost of activities to recognize the impact of inflation and other cost increases. This information will be available to determine cost recovery of direct and indirect cost from user fees associated with specific City activities.
3. The City will strive to establish all user charges and fees at a level to recover the full cost of providing the services, particularly where the service beneficiary receives full and direct benefit of the identified service.
4. While it is the City's intent to maintain full cost recovery fees and rates, the City in determining the appropriateness of the charge shall consider the following factors:
 - a. Elasticity of Demand: The relationship of price changes to service demand levels.
 - b. Subsidy Policy: The City may want to make certain services more affordable and thereby more accessible to certain parts of the community such as youth and seniors.
 - c. Economic Incentives: Using pricing signals to encourage or discourage certain market activities.
 - d. Competitive Constraints: Competition for similar service offerings in the same market area such as recreation programs.
5. The City will set fees and user charges in the following manner:
 - a. Enterprise Funds set fees at a level that fully supports the total direct and indirect costs of the activity as allowed under Proposition 218.
 - b. The Street Lighting Assessment Fund will endeavor to set fees at a level that fully supports the total direct and indirect costs of the activity as allowed under Proposition 218. Any costs not recovered through assessments will be paid by the General Fund.
 - c. Indirect costs will include the cost of annual depreciation and replacement of all capital assets.

D. Special Revenue Funds:

1. Special Revenue Funds are set up to account for the proceeds of specific revenue sources that are legally restricted to cover expenditures for specified purposes.
2. The City strives to maintain adequate reserves in these funds to provide sufficient cash flow for outstanding obligations.

3. The City's General Fund may provide working capital for all special revenue funds in the event they are unable to meet their financial obligations or are required to spend funds first in order to be reimbursed by other outside agencies.

19. EXPENDITURE POLICIES

Expenditure Program: The budget process shall weigh all competing requests for City resources within expected fiscal constraints. Requests for new operating expenditures made outside the budget process shall be discouraged. New initiatives shall be financed by reallocating existing City resources to programs and services with the highest priorities or through new revenue sources.

20. FINANCIAL RESERVE POLICIES

- A.** It is essential that the City maintain adequate levels of fund balance to mitigate current and future risk. Certain amounts of the fund balances may be specifically classified as fund balance reserves. This policy was established to identify and define city reserve levels and replenishing methods.
- B. Schedule:** The City will annually produce a schedule of all fund surpluses and deficits, with projections of reserve requirements and a plan for the use of any excess surplus for the current year in preparation of the CAFR. During each annual budget development, projections of reserve requirements will be reviewed.
- C. Compliance:** The City will comply with stated policies to analyze total reserves and surplus fund balances to ensure that the City's financial policies, as provided, do not inadvertently create adverse effects.

D. Reserve Levels:

1. General Fund Reserve

- a. In accordance with Governmental Finance Officers Association (GFOA) Best Practices on Budgeting the City shall strive to maintain a minimum reserve fund of 17% of annual expenditures and will be classified as Committed Fund Balance. Committed Fund Balance is defined by GASB as amounts that can be used only for the specific purposes determined by a formal action of the City's highest level of decision-making authority (City Council approval).
- b. The reserve fund is intended to equate to approximately 60 days of operating and maintenance budget; however, the reserve may be increased upon Council action.
- c. The General Fund Reserve may only be used for the following purposes:
 - i. Cash Flow: To temporarily provide a liquidity cushion against variability and timing of expenditures and receipts.
 - ii. Emergencies: To provide funding in the event of emergencies, such as natural disasters (which may include but are not limited to, fires, earthquakes, or floods); other non-predictive emergencies; or the replacement of or a portion of City infrastructure should there be an unexpected failure.
- d. If this reserve is drawn down, the development and implementation of a replenishment plan will be put in place no later than the next fiscal year budget. The plan will include the fixed schedule of reserve replenishment.

2. Public Liability Reserve

- a. The City will maintain a reserve to fund annual paid, projected, incurred, but not reported, claims for liability and property insurance. This reserve shall be held in the Public Liability Fund in the amount of \$3.0 million.

b. If this reserve is drawn down, the development and implementation of a replenishment plan will be put in place no later than the next fiscal year budget. The plan will include a fixed schedule of reserve replenishment.

3. Workers' Compensation Reserves

The City shall maintain prudent funding levels for the costs and liabilities of anticipated claims related to Workers' Compensation claims. This includes the funding of annual outstanding claims and estimated incurred, but not reported, claims. These funds shall be held in the Workers' Compensation Internal Service Fund.

4. Enterprise Funds

a. In general, the City will maintain fund balance reserve levels for the enterprise funds to provide:

- i. Timely replacement of rolling stock and other equipment and infrastructure repairs and/or replacement.
- ii. Adequate cash flow.
- iii. Funds for emergency purchases.
- iv. Maintenance of a ratio of net operating income to debt service requirements of at least 125 percent (1.25:1).

b. Specifically, the Water and Waste Water utilities shall strive to maintain an Operating Reserves target of 3 months (or 25%) of operating expenses and a Capital Reserves target of 50% of average annual replacement of assets, gradually increasing to 100%. The Operating Reserves will provide working capital, allow for unanticipated changes to budgeted expenses, and provide adequate cash flow during disasters or other emergencies. The Capital Reserves will assist in building financial stability to support a healthy replacement program going forward.

21. SURPLUS FUND BALANCE POLICIES

Available Fund Balance Use: The City will establish prudent use of surplus fund balance to first meet reserve policies as set forth in the Financial Reserve Policies (Section 18 of this Policy). Surplus fund balance will then be used for capital replacement and improvement, retirement or refinancing of existing debt, or one-time operational working capital.

22. CAPITAL ASSET MANAGEMENT POLICIES

A. Capital Assets: The City's assets are capitalized at historical cost or estimated historical cost. Gifts or contributions of capital assets are recorded at fair market value when received.

1. Assets include capital infrastructure (above and below ground), real property, buildings, equipment, information technology systems, and vehicles and trucks purchased by the City of Ventura or donated to the City. All vehicles and trucks purchased by the City are assigned to the Fleet Maintenance Fund.
2. The City defines infrastructure as the basic physical assets that allow the City to function.
 - a. These assets include, but are not limited to, streets, water purification and distribution system, sewer collection and treatment system, park and recreation lands and improvement system, storm water conveyance system, and buildings combined with site amenities such as parking and landscaped areas used by the City in the conduct of its business.
 - b. Each major infrastructure system is combined into subsystems. For example, the street system is divided into pavement, curb and gutters, sidewalks, medians, streetlights, traffic control devices (signs, signals and pavement markings), landscaping and land.

- B. Capital Replacement Program:** Once purchased, all capital items are maintained in the physical inventory and Capital Replacement Program.
1. Depreciation of capital assets is recorded on a straight-line basis over the useful lives of the assets as follows:
 - a. Buildings and Improvements 10–75 years
 - b. Improvements other than buildings 10–75 years
 - c. Machinery and Equipment 2–75 years
 - d. Infrastructure 5–50 years
 2. Interest accrued during the construction of capital assets is capitalized for the proprietary funds as part of asset cost in accordance with GAAP and GASB guidelines.
- C. Threshold Level:** The City's capitalization threshold level for an individual item is \$10,000 with a minimum life of two years.
- D. Inventory Control:** An annual inventory list of capital assets assigned to a Department will be available for each department director's use.
1. All above ground items on the inventory list should be physically verified at least biennially.
 2. Inventory Reporting System corrections will be made by the Accounting Division.
 3. Other equipment may be included in the inventory procedures as requested by the Finance & Technology Director or the Assistant Finance Director.

APPENDIX A
2 CFR PART 200, SECTIONS 200.318 THROUGH 200.326

§ 200.318 GENERAL PROCUREMENT STANDARDS.

- (a) The Non-Federal entity must use its own documented procurement procedures which reflect applicable State and local laws and regulations, provided that the procurements conform to applicable Federal law and the standards identified in this section.
- (b) Non-Federal entities must maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders.
- (c)
 - (1) The Non-Federal entity must maintain written standards of conduct covering conflicts of interest and governing the performance of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent must participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity must neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-Federal entities may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-Federal entity.
 - (2) If the non-Federal entity has a parent, affiliate, or subsidiary organization that is not a state, local government, or Indian tribe, the non-Federal entity must also maintain written standards of conduct covering organizational conflicts of interest. Organizational conflicts of interest means that because of relationships with a parent company, affiliate, or subsidiary organization, the non-Federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization.
- (d) The Non-Federal entity's procedures must avoid acquisition of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.
- (e) To foster greater economy and efficiency, and in accordance with efforts to promote cost-effective use of shared services across the Federal government, the non-Federal entity is encouraged to enter into state and local inter- governmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services.
- (f) The Non-Federal entity is encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.
- (g) The Non-Federal entity is encouraged to use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each contract item or task to ensure that its essential function is provided at the overall lower cost.

- (h) The Non-Federal entity must award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.
- (i) The Non-Federal entity must maintain records sufficient to detail the history of procurement. These records will include but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.
- (j)
 - (1) The Non-Federal entity may use time and material type contracts only after a determination that no other contract is suitable and if the contract includes a ceiling price that the contractor exceeds at its own risk. Time and material type contract means a contract whose cost to a non-Federal entity is the sum of:
 - (i) The actual cost of materials; and
 - (ii) Direct labor hours charged at fixed hourly rates that reflect wages, general and administrative expenses, and profit.
 - (2) Since this formula generates an open-ended contract price, a time-and- materials contract provides no positive profit incentive to the contractor for cost control or labor efficiency. Therefore, each contract must set a ceiling price that the contractor exceeds at its own risk. Further, the non-Federal entity awarding such a contract must assert a high degree of oversight in order to obtain reasonable assurance that the contractor is using efficient methods and effective cost controls.
- (k) The Non-Federal entity alone must be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims. These standards do not relieve the non-Federal entity of any contractual responsibilities under its contracts. The Federal awarding agency will not substitute its judgment for that of the non-Federal entity unless the matter is primarily a Federal concern. Violations of law will be referred to the local, state, or Federal authority having proper jurisdiction.

§ 200.319 COMPETITION.

- (a) All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, and invitations for bids or requests for proposals must be excluded from competing for such procurements. Some of the situations considered to be restrictive of competition include but are not limited to:
 - (1) Placing unreasonable requirements on firms in order for them to qualify to do business;
 - (2) Requiring unnecessary experience and excessive bonding;
 - (3) Noncompetitive pricing practices between firms or between affiliated companies;
 - (4) Noncompetitive contracts to consultants that are on retainer contracts;
 - (5) Organizational conflicts of interest;
 - (6) Specifying only a "brand name" product instead of allowing "an equal" product to be offered and describing the performance or other relevant requirements of the procurement; and
 - (7) Any arbitrary action in the procurement process.

- (b) The Non-Federal entity must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed state or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.
- (c) The Non-Federal entity must have written procedures for procurement transactions. These procedures must ensure that all solicitations:
 - (1) Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a "brand name or equivalent" description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and
 - (2) Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.
- (d) The Non-Federal entity must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, the non-Federal entity must not preclude potential bidders from qualifying during the solicitation period.

§ 200.320 METHODS OF PROCUREMENT TO BE FOLLOWED.

The non-Federal entity must use one of the following methods of procurement.

- (a) Procurement by micro-purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed \$3,000 (or \$2,000 in the case of acquisitions for construction subject to the Davis-Bacon Act). To the extent practicable, the non-Federal entity must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the non-Federal entity considers the price to be reasonable.
- (b) Procurement by small purchase procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold. If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.
- (c) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in paragraph (c)(1) of this section apply.
 - (1) In order for sealed bidding to be feasible, the following conditions should be present:
 - (i) A complete, adequate, and realistic specification or purchase description is available;
 - (ii) Two or more responsible bidders are willing and able to compete effectively for the business; and

- (iii) The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.
- (2) If sealed bids are used, the following requirements apply:
- (i) The invitation for bids will be publicly advertised and bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids;
 - (ii) The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
 - (iii) All bids will be publicly opened at the time and place prescribed in the invitation for bids;
 - (iv) A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
 - (v) Any or all bids may be rejected if there is a sound documented reason.
- (d) Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost- reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:
- (1) Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;
 - (2) Proposals must be solicited from an adequate number of qualified sources;
 - (3) The Non-Federal entity must have a written method for conducting technical evaluations of the proposals received and for selecting recipients;
 - (4) Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and
 - (5) The Non-Federal entity may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.
- (e) [Reserved]
- (f) Procurement by noncompetitive proposals. Procurement by non- competitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:
- (1) The item is available only from a single source;
 - (2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
 - (3) The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
 - (4) After solicitation of a number of sources, competition is determined inadequate.

§ 200.321 CONTRACTING WITH SMALL AND MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS.

- (a) The Non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.
- (b) Affirmative steps must include:
 - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
 - (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
 - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
 - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
 - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
 - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

§ 200.322 PROCUREMENT OF RECOVERED MATERIALS.

A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired by the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

§ 200.323 CONTRACT COST AND PRICE.

- (a) The Non-Federal entity must perform a cost or price analysis in connection with every procurement action in excess of the Simplified Acquisition Threshold including contract modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the non-Federal entity must make independent estimates before receiving bids or proposals.
- (b) The Non-Federal entity must negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration must be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.
- (c) Costs or prices based on estimated costs for contracts under the Federal award are allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the non-Federal entity under Subpart E—Cost Principles of this part. The non-Federal entity may reference its own cost principles that comply with the Federal cost principles.
- (d) The cost plus a percentage of cost and percentage of construction cost methods of contracting must not be used.

§ 200.324 FEDERAL AWARDING AGENCY OR PASS-THROUGH ENTITY REVIEW.

- (a) The non-Federal entity must make available, upon request of the Federal awarding agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for acquisition. This review generally will take place prior to the time the specification is incorporated into a solicitation document. However, if the non-Federal entity desires to have the review accomplished after a solicitation has been developed, the Federal awarding agency or pass-through entity may still review the specifications, with such review usually limited to the technical aspects of the proposed purchase.
- (b) The Non-Federal entity must make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposals or invitations for bids, or independent cost estimates, when:
 - (1) The Non-Federal entity's procurement procedures or operation fails to comply with the procurement standards in this part;
 - (2) The procurement is expected to exceed the Simplified Acquisition Threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation;
 - (3) The procurement, which is expected to exceed the Simplified Acquisition Threshold, specifies a "brand name" product;
 - (4) The proposed contract is more than the Simplified Acquisition Threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or
 - (5) A proposed contract modification changes the scope of a contract or increases the contract amount by more than the Simplified Acquisition Threshold.
- (c) The Non-Federal entity is exempt from the pre-procurement review in paragraph (b) of this section if the Federal awarding agency or pass-through entity determines that its procurement systems comply with the standards of this part.
 - (1) The Non-Federal entity may request that its procurement system be reviewed by the Federal awarding agency or pass-through entity to determine whether its system meets these standards in order for its system to be certified. Generally, these reviews must occur where there is continuous high-dollar funding, and third-party contracts are awarded on a regular basis;
 - (2) The Non-Federal entity may self-certify its procurement system. Such self-certification must not limit the Federal awarding agency's right to survey the system. Under a self-certification procedure, the Federal awarding agency may rely on written assurances from the non-Federal entity that it is complying with these standards. The non-Federal entity must cite specific policies, procedures, regulations, or standards as being in compliance with these requirements and have its system available for review.

§ 200.325 BONDING REQUIREMENTS.

For construction or facility improvement contracts or subcontracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or pass-through entity has made a determination that the Federal interest is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:

- (a) A bid guarantee from each bidder equivalent to five percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.
- (b) A performance bond on the part of the contractor for 100 percent of the contract price. A “performance bond” is one executed in connection with a contract to secure fulfillment of all the contractor’s obligations under such contract.
- (c) A payment bond on the part of the contractor for 100 percent of the contract price. A “payment bond” is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

§ 200.326 CONTRACT PROVISIONS.

The non-Federal entity’s contracts must contain the applicable provisions described in Appendix II to Part 200— Contract Provisions for non-Federal Entity Contracts Under Federal Awards.

FISCAL YEAR 2019-20 STATEMENT OF INVESTMENT POLICY

(This Statement of Investment Policy encompasses the following areas of concern to a sound investment and cash management program)

STATEMENT OF INVESTMENT POLICY:

- Section I. Policy Statement
- Section II. Scope
- Section III. Prudent Investment Standards
- Section IV. Objectives
- Section V. Investment Philosophy
- Section VI. Delegation of Authority
- Section VII. Public Trust
- Section VIII. Ethics and Conflicts of Interest
- Section IX. Authorized Financial Institutions & Broker Dealers
- Section X. Suitable Investments
- Section XI. Collateralization
- Section XII. Safekeeping and Custody
- Section XIII. Diversification Guidelines & Risks
- Section XIV. Maturity Limits
- Section XV. Internal Controls
- Section XVI. Performance Standards
- Section XVII. Reporting
- Section XII. Statement of Investment Policy Review and Adoption
- Section XIX. Descriptions (Attachments 1-3)

ATTACHMENTS TO EXHIBIT A:

Attachment 1	Glossary of Terms
Attachment 2	Financial Institutions Questionnaire and Certification
Attachment 3	Broker/Dealer Questionnaire

I. POLICY STATEMENT

This Investment Policy ("Policy") Statement, as set forth by the City of San Buenaventura ("City"), provides the guidelines for prudent investment of the City's idle or reserve cash and outlines the policies essential to ensuring the safety and financial strength of the City's investment portfolio.

This Policy is based on the principles of prudent money management and conforms to all applicable Federal and State Laws governing the investment of public funds. In instances in which the Policy is more restrictive than Federal or State Law, the Policy will supersede.

II. SCOPE

In accordance with the Charter of the City of San Buenaventura, and under authority granted by the City Council in Section 2.327.020 of the City's Municipal Code, the Treasurer is responsible for investing the unexpended cash in the City Treasury. This investment policy applies to all the investment activities of the City of San Buenaventura, except for employee retirement funds, which are administered separately, and the proceeds of certain debt issues which are invested in qualified mutual funds or managed and invested by trustees appointed under indenture agreements. All financial assets of all other funds shall be administered in accordance with the provisions of this policy.

III. PRUDENT INVESTMENT STANDARDS

The standard to be used by investment officials shall be that of a "prudent person" and shall be applied in the context of managing all aspects of the City's investment portfolio.

The Prudent Person Standard:

Governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Within the limitations of section 53600.3 of the California Government Code and considering individual investments as a part of an overall strategy, a trustee is authorized to acquire investments as authorized by law.

IV. OBJECTIVES

It is the policy of the City to invest public funds in a manner which will provide for the preservation of capital while meeting the daily cash flow requirements of the City, and attaining a market average rate of return within an acceptable and defined level of risk.

The Policy has three primary objectives in order of priority:

1. **Preservation of Capital (Safety)** – the protection of principal is the foremost consideration when undertaking investment decisions that affect public funds. The objective is to mitigate credit risk and interest rate risk.

CREDIT RISK

Credit Risk is the risk of loss of principal due to the failure of the security issuer. Credit Risk can be mitigated by:

- Limiting investments to the safest types of securities.
- Pre-qualifying accountants, auditors, financial institutions, broker/dealers, financial advisors and other outside consultants with which the City does business.
- Diversifying the investment portfolio so that potential losses are minimized.

INTEREST RATE RISK

Interest rate risk is the risk that the market value of securities will fall due to a rise in general market interest rates. It is the policy of the City to hold individual securities to maturity in an effort to meet liquidity demands.

Interest rate risk can be mitigated by:

- Holding individual securities to maturity
 - Structuring the investment portfolio so that securities mature to meet cash flow requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Employing a laddering strategy whereby staggering maturities of individual securities so that bonds come due in increments assuring an overall liquidity pattern.
- Limiting maturities of individual securities and the average maturity of the overall portfolio.

2. **Liquidity** – the investment portfolio shall remain sufficiently liquid to meet all daily cash flow and operating requirements that may be reasonably expected or anticipated.
3. **Return or Yield** – attain a “market average rate of return” consistent with the primary objectives of safety and liquidity, throughout budgetary and economic cycles.

A market-average rate of return is defined as the average return on Treasury securities with a maturity that matches the weighted average maturity of the portfolio as tracked by common fixed income indexes.

V. INVESTMENT PHILOSOPHY

It is the investment philosophy of the City to make investment decisions based on an overall passive management style that embodies a prudent investor standard and investments are purchased with the intent to hold until maturity.

Accordingly, the City’s conservative philosophy prohibits active trading and speculation; i.e., the purchase of securities with the intent to profit from favorable market changes in market prices or market conditions. Leveraging or borrowing money for the purpose of investing is specifically prohibited. However, the City may elect to sell a security prior to its maturity and record a capital gain or loss in order to improve the quality, liquidity, or yield of the portfolio in response to market conditions or City needs.

VI. DELEGATION OF AUTHORITY

Section 3.327.010 of the San Buenaventura Municipal Code designates the Chief Financial Officer as the City Treasurer. The Treasurer has the authority to manage the City's investment portfolio in accordance with California Government Code Sections 53600 et seq. and all applicable State and Federal laws.

The Treasurer shall establish written procedures for the operation and management of the City's investment portfolio consistent with this investment policy. The procedures should include reference to safekeeping, repurchase agreements, wire transfer agreements, banking service contracts, collateral or depository agreements, competitive bid process and due diligence. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the investment procedures established by the Treasurer and approved by the City Manager.

VII. PUBLIC TRUST

All participants in the investment process shall act as custodians of public funds. Investment officials shall recognize that the investment portfolio is subject to public review and evaluation. The overall program shall be designed and managed with a degree of professionalism that is worthy of public trust. In a diversified portfolio it must be recognized that occasional measured losses are inevitable and must be considered in the context of the overall portfolio's investment return, provided that adequate diversification has been implemented.

VIII. ETHICS AND CONFLICTS OF INTEREST

Elected officials and employees of the City involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial decisions under the Political Reform Act and Government Code Section 1090 et seq. Elected officials and employees shall disclose to the City Manager any material interests in financial institutions that conduct business with the City, and they shall further disclose any personal investment position or financial asset that could be related to the performance of the City's investment program. Elected officials and employees shall subordinate their personal investment transactions to those of the City particularly with regard to the time of purchases and sales.

The City has adopted an employee handbook called "Core Ethical Principles to Work By" to encourage high standards of employee behavior, increase public confidence, and to assist employees with the decision making process. Additionally, the officers and employees involved in the investment program are required to complete State of California Form 700, Statement of Economic Interests Disclosure requiring annual disclosure on material financial interests.

All persons, firms, broker/dealers, financial institutions and advisors providing investment services or bond issue assistance shall disclose to the City Manager and the Treasurer all fee sharing, fee-splitting and commission arrangements with other entities or persons prior to the City agreeing to buy an investment or issue bonds.

IX. AUTHORIZED FINANCIAL INSTITUTIONS AND BROKER/DEALERS

The Treasurer will maintain a list of qualified financial institutions and broker/dealers authorized to transact business with the City as stated in Attachment 3. The financial entities eligible to transact investment business with the City are:

1. Federal Reserve Bank:

Direct purchase of U.S. Treasury Bills, Notes and Bonds using primary government dealers as designated by the Federal Reserve are exempt from quality requirements and are encouraged due to commission or mark-up discounts.

2. Nationally or State Chartered Banks, Savings and Loans and Credit Unions:

The City may purchase investments offered from Banks, Savings and Loans and Credit Unions provided the institutions are:

- Nationally or State Chartered Institutions.
- Registered as investment securities dealers.
- Ranked in the top 15 percent of institutions within their respective peer group.

The signatures of two individuals shall be required for the opening and closing of any bank account (the Treasurer and City Manager or Assistant City Manager). Accounting, which is independent of the investment function, shall keep a record of all opened and closed accounts.

3. Broker/Dealers:

The City will purchase investments from primary dealers whenever possible, however, if an investment deemed appropriate for the portfolio is not available through the primary market then the Treasurer may use an authorized broker/dealer from the pre-approved list of broker/dealers on record.

For a broker/dealer to be considered for placement on the pre-approved list they must comply with the following:

- Minimum capitalization of \$10,000,000 or more
- Primary or Regional dealers that qualify for SEC Rule 15c3-1
- Provide audited financial statements from the two most frequent years
- A statement certifying that the institution has reviewed the City's Investment Policy and California Government Code Section 53600 et seq. and that all securities offered to the City shall comply fully with all provisions of the Policy and the California Government Code.
- The signatures of two individuals shall be required for the opening and closing of any broker/dealer account (the Treasurer and City Manager or Assistant City Manager).
- The Treasurer is responsible for ensuring that settlement occurs in a timely manner and that execution confirmations reflect accurate trade data.

X. SUITABLE INVESTMENTS

Investment of City funds is governed by the California Government Code Sections 53600, 53601, 53601.5, 53601.6, and 53635. Within the context of the limitations, the following investments are authorized, as further limited herein:

INVESTMENT TYPE	MAXIMUM REMAINING MATURITY ^C	MAXIMUM SPECIFIED % OF PORTFOLIO ^D	MAXIMUM QUALITY REQUIREMENTS	GOVERNMENT CODE SECTIONS
Local Agency Bonds	5 years	None	None	53601(a)
U.S. Treasury Obligations	5 years	None	None	53601(b)
State Obligations: CA and Others	5 years	None	None	53601(d)
CA Local Agency Obligations	5 years	None	None	53601(e)
U.S. Agency Obligations	5 years	None	None	53601(f)
Bankers' Acceptances	180 days	40% ^E	None	53601(g)
Commercial Paper: Non-pooled Funds ^F	270 days or less	25% of the agency's money ^G	Highest number and letter rating by an NRSRO ^H	53601(h)(2)(C)
Commercial Paper: Pooled Funds ^I	270 days or less	40% of the agency's money ^G	Highest number and letter rating by an NRSRO ^H	53635(a)(1)
Negotiable Certificates of Deposit	5 years	30% ^J	None	53601(i)
Non-negotiable Certificates of Deposit	5 years	None	None	53630 et seq.
Placement Service Deposits	5 years	30% ^K	None	53601.8 and 53635.8
Placement Service Certificates of Deposit	5 years	30% ^K	None	53601.8 and 53635.8
Repurchase Agreements	1 year	None	None	53601(j)
Reverse Repurchase Agreements and Securities Lending Agreements	92 days ^L	20% of the base value of the portfolio	None ^M	53601(j)
Medium-term Notes ^N	5 years or less	30%	"A" rating category or its equivalent or better	53601(k)
Mutual Funds and Money Market Mutual Funds	N/A	20% ^O	Multiple ^{P,Q}	53601(l) and 53601.6(b)
Collateralized Bank Deposits ^R	5 years	None	None	53630 et seq. and 53601(n)
Mortgage Pass-through and Asset Backed Securities	5 years or less	20%	"AA" rating category or its equivalent or better	53601(o)
County Pooled Investment Funds	N/A	None	None	27133
Joint Powers Authority Pool	N/A	None	Multiple ^S	53601(p)
Local Agency Investment Fund (LAIF)	N/A	None	None	16429.1
Voluntary Investment Program Fund ^T	N/A	None	None	16340
Supranational Obligations ^U	5 years or less	30%	"AA" rating category or its equivalent or better	53601(q)

TABLE OF NOTES FOR FIGURE 1

- A.** Sources: Sections 16340, 16429.1, 27133, 53601, 53601.6, 53601.8, 53630 et seq., 53635, and 53635.8
- B.** Municipal Utilities Districts have the authority under the Public Utilities Code Section 12871 to invest in certain securities not addressed here.
- C.** Section 53601 provides that the maximum term of any investment authorized under this section, unless otherwise stated, is five years. However, the legislative body may grant express authority to make investments either specifically or as a part of an investment program approved by the legislative body that exceeds this five year remaining maturity limit. Such approval must be issued no less than three months prior to the purchase of any security exceeding the five-year maturity limit.
- D.** Percentages apply to all portfolio investments regardless of source of funds. For instance, cash from a reverse repurchase agreement would be subject to the restrictions.
- E.** No more than 30 percent of the agency's money may be in bankers' acceptances of any one commercial bank.
- F.** Includes agencies defined as a city, a district, or other local agency that do not pool money in deposits or investment with other local agencies, other than local agencies that have the same governing body.

TABLE OF NOTES FOR FIGURE 1

G.	Local agencies, other than counties or a city and county, may purchase no more than 10 percent of the outstanding commercial paper of any single issuer.
H.	Issuing corporation must be organized and operating within the U.S., have assets in excess of \$500 million, and debt other than commercial paper must be in a rating category of "A" or its equivalent or higher by a nationally recognized statistical rating organization, or the issuing corporation must be organized within the U.S. as a special purpose corporation trust, or LLC, have program wide credit enhancements, and have commercial paper that is rated "A-1" or higher, or the equivalent, by a nationally recognized statistical rating agency.
I.	Includes agencies defined as a county, a city and county, or other local agency that pools money in deposits or investments with other local agencies, including local agencies that have the same governing body. Local agencies that pool exclusively with other local agencies that have the same governing body must adhere to the limits set forth in Section 53601(h)(2)(C).
J.	No more than 30 percent of the agency's money may be in negotiable certificates of deposit that are authorized under section 53601(i).
K.	No more than 30 percent of the agency's money may be invested in deposits, including certificates of deposit, through a placement service (excludes negotiable certificates of deposit authorized under Section 53601(i)).
L.	Reverse repurchase agreements or securities lending agreements exceed the 92-day term if the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity dates of the same security.
M.	Reverse repurchase agreements must be made with primary dealers of the Federal Reserve Bank of New York or with a nationally or state chartered bank that has a significant relationship with the local agency. The local agency must have held the securities used for the agreements for at least 30 days.
N.	"Medium-term notes" are defined in Section 53601 as "all corporate and depository institution debt securities with a maximum remaining maturity of five years or less, issued by corporations organized and operating within the United States or by depository institutions licensed by the United States of any state and operating within the United States."
O.	No more than 10 percent invested in any one mutual fund. This limitation does not apply to money market mutual funds.
P.	A mutual fund must receive the highest ranking by not less than two nationally recognized rating agencies or the fund must retain an investment advisor who is registered with the SEC (or exempt from registration), has assets under management in excess of \$500 million, and has at least five years' experience investing in instruments authorized by Sections 53601 and 53635.
Q.	A money market mutual fund must receive the highest ranking by not less than two nationally recognized statistical rating organizations or retain an investment advisor registered with the SEC or exempt from registration and who has not less than five years' experience investing in money market instruments with assets under management in excess of \$500 million.
R.	Investments in notes, bonds, or other obligations under Section 53601(n) require that collateral be placed into the custody of a trust company or the trust department of a bank that is not affiliated with the issuer of the secured obligation, among other specific collateral requirements.
S.	A joint powers authority pool must retain an investment advisor who is registered with the SEC (or exempt from registration), has assets under management in excess of \$500 million, and has at least five years' experience investing in instruments authorized by Section 53601, subdivisions (a) to (o).
T.	Local entities can deposit between \$200 million and \$10 billion into the Voluntary Investment Program Fund, upon approval by their governing bodies. Deposits in the fund will be invested in the Pooled Money Investment Account.
U.	Only those obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), and Inter-American Development Bank (IADB), with a maximum remaining maturity of five years or less.

When possible, two ratings should be obtained to determine if an investment meets the Policy's quality standard. Currently under this Policy, only Standard and Poor's (S&P), Moody's Investor Service (Moody's), and Fitch are recognized investment ratings providers.

Should an investment's percentage exceed the Policy limitation due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Treasurer shall consider reconstructing the portfolio within the Policy established percentage limits.

INVESTMENT POOLS

Government sponsored investment pools (Pools) are permitted under California Government Code Section 53601 and are an excellent short-term investment option for cash management facilities. These pools can provide safety, liquidity and yield in a single diversified investment. However, thoughtful investigation and due diligence are required both initially at time of purchase and ongoing analysis to determine that the investment pool is being managed in a manner consistent with the objectives of the Policy. The following guidelines include, but are not limited to:

- Shall have attained the highest ranking or the highest letter and numerical rating provided by not less than two nationally recognized statistical rating organizations, or shall be insured by a municipal insurance corporation.
- The Pool marks to market weekly at a minimum.
- The Pool provides a comprehensive, timely monthly report which includes detailed transaction listings, reports realized and unrealized gains and losses, provides accurate market values for each security, provides quality ratings for individual securities, takes delivery DVP, provides third party safekeeping of all investments, and for whom an audit is conducted annually by an independent auditor with no relationship to the Pool.

MONEY MARKET MUTUAL FUNDS

Money market mutual funds provide another safe, liquid and diversified investment option for the City's surplus capital; however, certain conditions need to be met both initially and on an ongoing basis. The money market may only invest in US Government securities permitted under this policy and under California Government Code Section 53601 et seq. with final stated maturities of one year or less.

In order to be an eligible money market investment under this section, the primary objective of the money market, as stated in the fund's prospectus, is to maintain a constant \$1.00 Net Asset Value (NAV). The following additional guidelines include, but are not limited to:

- Only invests in US Government securities, and the weighted average maturity of the portfolio is less than 180 days.
- The fund shall be registered with the SEC.
- The fund shall have a minimum of \$500 million to total asset size of portfolio at time of investment and should not drop below this threshold.
- The money market shall have attained the highest ranking, or the highest letter and numerical rating provided by not less than two nationally recognized statistical rating organizations, and shall maintain these ratings for the duration of the investment.

PROHIBITED INVESTMENTS

State and Federal laws notwithstanding, any investment not specifically described herein including, but not limited to, reverse repurchase agreements, derivatives, options, futures, zero coupon bonds, inverse floaters, range notes, first mortgages or trust deeds, collateralized mortgage obligations (CMO's), limited partnerships, real estate investments trusts (REIT's), open-end mutual funds, closed-end mutual funds, mutual funds with a weighted average maturity greater than 180 days, unregulated and/or uninsured investment pools, common stock, preferred stock, commodities, precious metals, securities with high price volatility, limited marketability (less than three active bidders), securities that may default on interest payments and any other speculative investment deemed inappropriate under the Prudent Investor standard are strictly prohibited. In addition, any investment transaction that might impair public confidence in the City government is to be avoided.

XI. COLLATERALIZATION

Collateral for Certificates of Deposit (CD) and Negotiated Certificates of Deposit (NCD) must comply with Government Code, Chapter 4, Bank Deposit Law Section 16500 et seq. and the Savings and Loan and Credit Union Deposit Law Government Code Section 16600 et seq. In addition, if the CD is not FDIC insured or goes over the FDIC \$250,000 limit, collateral is required equal to 100 percent of principal of either US Treasury securities or Federal Agency securities.

Collateral for Repurchase Agreements shall be 102 percent of market value of principal and accrued interest. Collateral can be either US Treasury securities or Federal Agency securities. This will provide an addition level of security due to inevitable changes in market conditions.

Collateral will always be held by an independent third party with whom the City has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The right of collateral substitution is granted, within the parameters and constraints of this Policy.

XII. SAFEKEEPING AND CUSTODY

To protect against fraud, embezzlement, or losses caused by a collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third-party bank trust department, acting as an agent of the city under the terms of a custody agreement. However, as to the minimum legal requirement per Government Code Sections 53601 and 53608, as long as the securities for safekeeping are held in the name of or under the control of the agency and kept legally separate trust department, they can be held by the same firm from which they were purchased.

Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings.

XIII. DIVERSIFICATION GUIDELINES AND RISKS

The City recognizes diversification is an investment strategy that will mitigate risk in the investment portfolio. The City's investment portfolio shall be diversified to avoid incurring unreasonable and avoidable risks with regard to specific investment types. Within investment types, the City shall also maintain a mix of securities to avoid concentrations within individual financial institutions, geographic areas, industry types and maturities.

With the exception of U.S. Treasuries, Agencies, and authorized pools, such as LAIF, no more than 30% of the City's total investment portfolio will be invested in a single security type or with a single issuer. Investments are further limited by specific language relating to each investment type as stated in Section X of this Policy.

XIV. MATURITY LIMITS

The longer the maturity of securities, the greater the market volatility. Therefore, the maximum maturity limit for any given security in the investment portfolio shall not exceed five (5) years.

It is also important to note that specific investments, detailed under the "authorized and suitable investments" section, may be restricted to a shorter maturity.

The weighted average life of the portfolio may not exceed two and a half (2.5) years in duration.

Maturities will be selected based on a sufficiently detailed cash flow projection that facilitates selecting investment maturity dates to approximately match the projected dates of budgeted expenditures.

Extensions in the maximum maturity and average weighted life of the portfolio must be supported by detailed cash flow forecasts demonstrating the adequacy of cash from maturing assets to meet one hundred twenty-five percent (125%) of monthly expenditures for each prospective quarter ending with the current maximum including capital expenditures funded on a pay-as-you-go basis.

XV. INTERNAL CONTROLS

The Treasurer will implement and maintain a system of internal investment controls and segregate responsibilities of investment functions in order to prevent fraud, theft, loss of principal, loss of control over funds, inaccurate reporting and negligence.

- Annual Management Review and Audit

An annual audit of the City's Investment Policy, practices, procedures and portfolio status will be conducted by an independent auditor of all items including, but not limited to, items specified in the Audit Checklist provided in the City's Procedure Manual. The auditor will provide the City with written observations and recommendations regarding the adequacy of investment controls.

- Segregated Investment Execution, Recordkeeping and Reporting

An independent member of City staff will record the Treasurer's investment records or confirmations to the City's general ledger. In addition, independent staff will perform the monthly reconciliation of bank, broker/dealer and safekeeping confirmations.

- Secondary Approval Required

The City Manager will review and approve the establishment of investment accounts, broker/dealer and financial institution relationships, and any agreements or contracts related to investments or investment related activity.

- Wire Transfer Controls

All City wire transfers will be executed in accordance with a written agreement specifying control procedures required for wire transfers of funds; including the establishment of repetitive wires to pay for securities transactions with approved securities dealers as well as any other routine money transfers. All other non-repetitive wires require City Manager approval prior to release.

XVI. PERFORMANCE STANDARDS

Investment performance is continually monitored and evaluated by the City Treasurer. Investment activity reports are generated on a monthly basis for presentation to the City Manager.

The weighted average maturity of the pooled portfolio shall not exceed two and a half years and shall be designated to attain a market average rate of return comparable to the average rate of return comparable to the average one year U.S. Constant Maturity Treasury (CMT).

An annual audit of the City's Investment Policy, practices, procedures and portfolio status will be conducted by an independent auditor of all items including, but not limited to, items specified in the Audit Checklist provided in the City's Procedure Manual. The auditor will provide the City Manager and Oversight Committee with written observations and recommendations regarding the adequacy of investment controls.

XVII. REPORTING

The Treasurer shall submit a "Monthly Treasurer's Report" to the City Manager within 30 days following the last day of the month. These reports shall disclose information relevant to the risk characteristics of the City's investment portfolio and shall include the following information:

MONTHLY TREASURER'S REPORT

1. Cash receipts, disbursements and balances in total.
2. A summary of the investment portfolio.
3. An asset list showing the issuer, type of investment, par value, cost basis, maturity date and interest rate.
4. Information regarding the amount of interest earnings.
5. Average rate of return on the City's investment portfolio.
6. Maturity aging grouped by type of investment and chronologically.
7. Sector allocation and diversification of investment portfolio.
8. A reconciliation of all cash disbursements.
9. A listing of individual investment transactions during the month.
10. A statement of ability to meet upcoming operating expenses and spending requirements for the next six months.
11. A statement of compliance with the Investment Policy, including a schedule of any transactions or holdings which do not comply with this policy or with the California Government Code, including a justification for their presence in the portfolio, and a timetable for resolution.

ANNUAL REPORT

The annual report will be prepared by the City Treasurer and submitted to the City Manager each fiscal year to ensure consistency. The annual report will include an overall analysis of the portfolio, return v. benchmarks, and shall suggest policies and improvements to enhance the City's investment program. These enhancements will be annually considered by City Council and the authority to amend the Policy rests with City Council.

XVII. STATEMENT OF INVESTMENT POLICY REVIEW AND ADOPTION

The City Council's primary responsibilities over the investment function includes establishing investment policies, annually reviewing such policies, appointing a City Treasurer, reviewing quarterly investment reports issued by the Treasurer, authorizing bond documents and financing transactions, and adopting recommended changes to the City's Investment Policy as deemed necessary.

The City's investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed annually by the City Council and any modifications made thereto must be approved the City Council. The City Council has charged the Finance, Audit, and Budget Committee with the responsibility to review and to recommend changes to the Policy.

XIX. DESCRIPTIONS

The documents described below are attached to and made a part of this Policy:

1. GLOSSARY (Attachment 1): Except as otherwise provided in this policy, whenever the words defined or described in the Glossary attached to this policy are used in this policy, they shall have the same meaning attributed to them in the Glossary; however, if there is a conflict between a definition contained in the Glossary

and a definition of those same words in Sections 53600 et. seq. of the Government Code, the definition in the Government code shall govern.

2. FINANCIAL INSTITUTION QUESTIONNAIRE AND CERTIFICATION (Attachment 2): Each financial institution that wishes to become qualified to become a qualified bidder for investment transactions with the City must provide the information requested in the questionnaire and certification form attached to this policy and must sign the certification contained in that form. The Treasurer may require that the financial institution furnish other information relating to the financial institutions' operations and qualifications.
3. BROKER/DEALERS QUESTIONNAIRE AND CERTIFICATION (Attachment 3): Each broker/dealer that wishes to become qualified to become a qualified bidder for investment transactions with the City must provide the information requested in the questionnaire and certification form and must sign the certification contained in that form. The Treasurer may require that the broker/dealer furnish other information relating to the broker/dealers' operations and qualifications.

ATTACHMENT 1

GLOSSARY OF TERMS

AGENCIES: Federal agency securities and/or Government-sponsored enterprises.

ACCRUED INTEREST: Interest earned but not yet received.

AMORTIZATION: An accounting practice of gradually decreasing (increasing) an asset's book value by spreading its depreciation (accretion) over a period

ASKING PRICE: The price at which securities are offered.

BANKERS' ACCEPTANCE (BA): A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BOND: A financial obligation for which the issuer promises to pay the bondholder a specified stream of future cash flows, including periodic interest payments and a principal repayment.

BOOK VALUE: The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of premium or plus accretion of discount

BROKER: A broker brings buyers and sellers together for a commission.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large denomination CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual financial report for the City. It includes government wide and fund financial statements prepared in conformity with Generally Accepted Accounting Principles (GAAP).

CONSTANT MATURITY TREASURY (CMT): An average yield of a specific Treasury maturity sector for a specific time frame. This is a market index for reference of past direction of interest rates for the given Treasury maturity range.

COUPON: (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

CURRENT YIELD: The interest paid on an investment expressed as a percentage of the current price of the security.

CUSTODY: A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank to collect and pay out income, to buy, sell, receive and deliver securities when ordered to do so by the principal.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT (DVP): Delivery of securities with a simultaneous exchange of payment for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT: The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale is also considered to be at a discount.

DISCOUNT SECURITIES: Non interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury bills.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal Government set up to supply credit to various classes of institutions and individuals, e.g., Savings and Loans (S&L's), small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$250,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Federal funds are traded. The Federal Reserve through open market operations currently pegs this rate.

FEDERAL HOME LOAN BANKS (FHLB): Government-sponsored wholesale banks (currently 12 regional banks) that lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions, and insurance companies. The mission of the FHLBs is to liquefy the housing-related assets of its members who must purchase stock in their district bank.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed rate mortgages. FNMA securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D. C., 12 regional banks and about 5,700 commercial banks that are members of the system.

HOME-BASED FINANCIAL INSTITUTIONS: A financial institution that receives its charter in the County.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, saving and loans associations and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by FHA, VA or FMHM mortgages. The term "pass-through" is often used to describe Ginnie Maes.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market a security is said to be liquid if the spread between bid and asked prices is narrow and sales of reasonable size can be done at those quotes.

LOCAL AGENCY INVESTMENT FUND (LAIF): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase - reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer lender to liquidate the underlying securities in the event of default by the seller borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See **ASKING PRICE** and **BID**.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PRIMARY DEALER: A group of government securities dealers that submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC) registered securities, broker dealers, banks, and a few unregulated firms.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state - the so-called legal list. In other states, the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and, which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is increasing bank reserves.

SAFEKEEPING: See **CUSTODY**.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3 1: See **UNIFORM NET CAPITAL RULE.**

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and Corporations that have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

TREASURY BILLS: A non interest bearing security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS: Long term U.S. Treasury securities having initial maturities of more than ten years.

TREASURY NOTES: Intermediate term coupon bearing U.S. Treasury securities having initial maturities of one to ten years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as non member broker dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

ATTACHMENT 2

CITY OF SAN BUENAVENTURA

TREASURY DIVISION

FINANCIAL INSTITUTIONS QUESTIONNAIRE AND CERTIFICATION

1. Firm Name: _____

2. Address: _____

3. Telephone No. (Local): (_____) _____

Telephone No. (National Headquarters): (_____) _____

4. Primary Representative:

Manager:

Name: _____

Name: _____

Title: _____

Title: _____

Telephone No.: (_____) _____

Telephone No.: (_____) _____

5. What is the total of assets of the Bank/Thrift?: _____

6. What are the current ratios?

Prior year?

Net Worth _____

Tangible Capital _____

Core-based Capital _____

Risk-based Capital _____

Equity-to-Assets _____

7. Has there been a year during the past three years in which the Bank/Thrift did not make profit?

8. What is the education level of the Primary Contact(s)?

9. How many years of related experience does the Primary Contact(s) have?

10. Where is the collateral for Time Deposits of the Bank/Savings and Loan held?

FINANCIAL INSTITUTIONS QUESTIONNAIRE AND CERTIFICATION (CONTINUED)

11. Has there been a period during the past five years when Time Deposits of the Bank/Thrift have not been fully collateralized? If yes, explain.

12. Describe the precautions taken by your Bank/Thrift to protect the interest of the public when dealing with government agencies as depositors or investors.

13. What other banking services would you be interested in providing the City of San Buenaventura?

14. What transaction documents and reports would we receive?

15. What information would you provide to our Treasurer?

16. Please provide your entity's most recent certified financial statement.

17. Please provide your Contract of Deposit of Moneys pre signed and sealed by your institution as well as any signature cards that you may require.

18. Please provide your wiring instructions.

Attached is our Investment Policy. The representatives assigned to the account must acknowledge that they have received, read and understood the Policy, dated _____ by signing below.

Signature

Name and Title

Signature

Name and Title

(Countersigned by company president or person in charge of government security operations)

NOTE: Completion of this questionnaire is only part of the City of San Buenaventura's Certification process and **DOES NOT** guarantee that the applicant will be approved to do business with the City.

ATTACHMENT 3

CITY OF SAN BUENAVENTURA

BROKER/DEALER QUESTIONNAIRE

- 1. Firm Name: _____
- 2. CRD Number: _____
- 3. Office servicing account: _____
- 4. Address: _____

5. Primary Representative:

Please attach bio of primary and secondary representatives covering this account.

Telephone: (_____) _____

Fax: (_____) _____

E-Mail: _____

CRD Number: _____

6. Secondary Representative or sales assistant:

Telephone: (_____) _____

E-Mail: _____

CRD Number: _____

7. Branch Manager:

Telephone: (_____) _____

Is your firm designated as a primary dealer by the Federal Reserve?* _____

If not, does your firm maintain an inventory? (dealer status)* _____

Is the firm registered with the State of _____ State Securities Board?* _____

Is the firm and all its representatives registered with the NASD?* _____

In what market sectors does the account representative specialize?

List three comparable public clients currently working with this representative.

ENTITY NAME	CONTACT	PHONE NUMBER
_____	_____	_____
_____	_____	_____
_____	_____	_____

*If the answer to any of these questions is no, please explain each separately.

Attach complete delivery instructions.

BROKER/DEALER QUESTIONNAIRE (CONTINUED)

Page 2 to be completed by non-primary broker/dealers only.

Firm Name: _____

CRD #: _____

Years in business at this location: _____

Total years: _____

What are the market sectors in which you and your firm are involved? Please feel free to provide additional information regarding specialization in any of the following market sectors.

	FIRM INVOLVEMENT	BROKER INVOLVEMENT
US Treasuries	_____	_____
US Agencies	_____	_____
Repo	_____	_____
MBS	_____	_____
CP/BA	_____	_____
Corporate	_____	_____
CD	_____	_____
Other	_____	_____

Has this firm, or the representatives assigned to this account, been subject to a regulatory agency, state or federal investigation for alleged improper, disreputable, unfair or fraudulent activities related to the sale of securities or money market instruments that resulted in a suspension or censure? Is there outstanding litigation that would materially affect the firm's financial stability?

Do you provide any fixed income research and economic commentary? _____

Please attach sample.

What portfolio information to you require from your clients?

Please provide the firm's most recent audited financial statement.

(The City will require an annual financial statement be provided.)

Describe the precautions taken by your firm to protect the interests of the public when dealing with a public entity.

Attached is our Investment Policy. The representatives assigned to the account must acknowledge that they have received, read and understood the Policy, **dated** _____ by signing below.

Signature

Name and Title

Signature

Name and Title

BASIS OF ACCOUNTING AND BUDGETING

The City of Ventura's Basis of Budgeting is the same as the Basis of Accounting in accordance with Generally Accepted Accounting Principles (GAAP), which is described in the following two paragraphs.

The budgets of governmental funds (General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds) are prepared on a modified accrual basis where revenues are recognized when they become measurable and available, and expenditures are recorded when the related liability is incurred; except that principal and interest payments on general long-term debt are recognized when due. Revenue availability criteria are defined as collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period (i.e., sixty days after fiscal year-end).

Budgets for proprietary funds (Internal Service Funds and Enterprise Funds) and fiduciary funds (RDA Successor Agency and Property Based Improvement District Agency (PBID)) are prepared on a full accrual basis where revenues are recognized when earned, and expenses are recognized when they are incurred.

FUND BALANCE

Fund Balance reflects the net financial resources of a fund – in other words, assets minus liabilities – in similar terms, dollars available to spend. If some of the fund's resources are not available to spend this would be indicated by "restricting" or "reserving" a portion of fund balance.

The Governmental Accounting Standard Board (GASB) Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions, is effective for fiscal years beginning after June 15, 2010. The objective of the statement is to improve the usefulness and understandability of governmental fund balance information. The statement provides clearly defined categories of fund balance to make the nature and extent of the constraints placed on a government's fund balance more transparent.

The GASB 54 classifications of fund balance are as follows:

- **Nonspendable** – The net current financial resources that cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact. Generally, not in spendable form means that an item is not expected to be converted to cash – examples include inventory, prepaid amounts, long-term amounts of loans and notes receivable and property acquired for resale.
- **Restricted** – The portion of fund balance on which constraints have been placed by creditors, grantors, contributors, laws, or regulations of other governments, constitutional provisions, or enabling legislation.
- **Committed** – The portion of fund balance that can only be used for specific purposes pursuant to constraints imposed by formal action of the highest level of decision-making authority – the City Council. These amounts cannot be used for any other purpose unless the City Council removes or changes the specified use by taking the same action it employed to previously commit the amounts.
- **Assigned** – The portion of fund balance that is intended to be used for specific purposes but is neither restricted nor committed.
- **Unassigned** – The portion of fund balance that represents amounts that are not nonspendable, restricted, committed or assigned to specific purposes

GASB 54 classification is only required for governmental funds; therefore, no presentation is included on Internal Service Fund or Agency Fund – those balances are fully restricted by their individual purposes.

APPENDICES



APPENDICES



APPENDIX A - BUDGET RESOLUTION

RESOLUTION NO. 2019-028

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN BUENAVENTURA, CALIFORNIA, ADOPTING THE OPERATING BUDGET AND CAPITAL IMPROVEMENT BUDGET FOR FISCAL YEAR 2019-20 AND ESTABLISHING ANNUAL APPROPRIATION LIMITS REQUIRED BY ARTICLE XIII B OF THE CALIFORNIA CONSTITUTION

WHEREAS, with respect to the Fiscal Year 2019-20 Operating Budget:

- A. By memorandum dated May 1, 2019, a copy of which is on file in the Office of the City Clerk, the City Manager submitted to the City Council the Proposed Operating Budget for the City of San Buenaventura for the fiscal year ("FY") 2019-20, commencing July 1, 2019; and,
- B. The City Council conducted a public hearing on June 24, 2019, and prior to that public hearing, held four budget meetings on February 25, March 25, May 13, and May 20, 2019, prior to the public hearing; and,
- C. All other proceedings preliminary to the adoption of the Operating Budget have been completed in conformance with Article XII, "Fiscal Administration," Sections 1204 through 1209 of the City Charter; and,
- D. The total FY 2019-20 City Budget proposed for adoption is \$301,364,223, of which the Operating Budget is \$241,111,923; and,

WHEREAS, with regard to the FY 2019-20 Capital

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and CIP.v2.docx

Improvement Budget:

- A. By memorandum dated January 28, 2019, a copy of which is on file in the Office of the City Clerk, the City Manager also submitted to the City Council the Proposed Capital Improvement Plan for the City of San Buenaventura for the FY 2019-20, commencing July 1, 2019; and,
- B. The City Council conducted capital project meetings on January 28, 2019 and March 18, 2019, with a public hearing conducted on March 18, 2019, as well; and,
- C. All other proceedings preliminary to the adoption of the Capital Improvement Budget have been completed in conformance with the provisions of Section 1206(b) of the City Charter; and,
- D. The annual Capital Improvement Budget is based upon the 2018-2024 Six-Year Capital Improvement Project (CIP) Plan adopted by the City Council on March 26, 2018; and,
- E. Pursuant to the California Government Code and the San Buenaventura Municipal Code, the Planning Commission of the City of San Buenaventura determined on March 14, 2018, that the projects included in the CIP Plan fiscal years 2018 through 2024 were consistent with the General Plan; and,
- F. The FY 2019-20 Capital Improvement Budget is proposed for adoption in the amount of \$60,252,300; and,

WHEREAS, per the Appropriation Limitation Calculation

- A. Subject to certain exceptions, Article XIII B of the California Constitution ("Article XIII B") places a limitation on the annual appropriations from the proceeds of taxes, as well as on certain state subventions to the City's appropriations for the prior year, adjusted for changes in the cost of living and changes in the City's population. Consequently, for fiscal years after July 1,

A19-00302
 F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and
 CIP.v2.docx

1990, the Appropriations Limit for the City is the limit for FY 1986-87, adjusted for the changes between FY 1986-87 and the year immediately prior to the current fiscal year; and,

Division 9 of the Government Code, commencing with Government Code Section 7900, implements the provision of Article XIII B and requires the City Council to adopt a resolution establishing the City's Appropriation Limit for the forthcoming fiscal year prior to the commencement of that fiscal year, which resolution must be adopted at a duly noticed public meeting and must be based on documentation made available to the public at least 15 days prior to the adoption of the resolution; and,

- B. To determine the City's Appropriation Limit in a manner provided for by the State Constitution and the Government Code, the City Council notes that the City's appropriation limit for the City's previous fiscal year was \$163,460,545; and,
- C. The City Council also determines that the change in the per capita cost of living and change in the county's population increased as follows:

Change in the per capita cost of living 3.85%
 Change in the county's population -.18%

- D. Based on the foregoing determination, the City Council establishes the City's appropriation limit for fiscal year 2019-20 to be \$169,443,201. Documentation used in establishing the City's Appropriation Limit was made available for public review in the Finance and Technology Department and in the Office of the City Clerk at least 15 days prior to the date of this Resolution; and,

WHEREAS, with regard to the Fiscal Year Appropriation Carryover, the completion of City work does not necessarily coincide with the fiscal year end of term, and as such, work is in progress,

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and CIP.v2.docx

contracts are in process, or other work may be delayed beyond the fiscal year's end of June 30th.

NOW THEREFORE, the City Council of the City of San Buenaventura does hereby resolve, find, determine, and order as follows:

Section 1. The Operating Budget for FY 2019-20 as submitted to the City Council is hereby approved and adopted.

Section 2. The Capital Improvement Budget for FY 2019-20 as submitted to the City Council is hereby approved and adopted.

Section 3. The re-allocation of CIP appropriations between projects within the same fund, when approved by a department director, is hereby authorized.

Section 4. Based on the foregoing determinations of the City's Appropriation Limit for fiscal year 2019-20, the City's Appropriation Limit for fiscal year 2019-20 is established at \$169,443,201.

Section 5. Subject to the approval of the Finance and Technology Director (AP&P 14.7.7.A) and provided funds are available, the appropriations may be carried over from FY 2018-19 to 2019-20 for authorized capital projects not to exceed full project appropriation, and other special operating needs; therefore, effective June 30, 2019, before closing the City's financial accounting records for the fiscal year:

1. The carryover to the General Fund, ISF Funds, Special Revenue Funds and other specified City funds are appropriated from the budget for fiscal year 2018-19 for use in FY 2019-20.
2. The unspent capital project appropriations remaining in the budget for fiscal year 2018-19 may be carried over for use in FY 2019-20, not-to-exceed full project appropriation.
3. Any unexpired grant funds remaining in the budget for

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and CIP.v2.docx

fiscal year 2018-19 may be carried over for use in FY 2019-20.

Section 6. As the Successor Agency for the housing obligations for the former Redevelopment Agency of the City of San Buenaventura, the City Council makes the finds and determinations set forth in Exhibit "A" attached hereto and made a part hereof.

Section 7. The City Manager is hereby authorized to affect the transfer of funds from the General Fund to other funds to facilitate the payment of Thomas Fire related expenses and authorize the Finance and Technology Department to make the necessary budgetary and general ledger entries to complete the transfer.

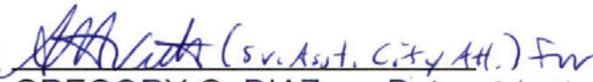
PASSED AND ADOPTED this 24th day of June 2019.


MATT LAVERRE
Mayor

ATTEST:


for ANTOINETTE M. MANN, MMC, CRM
City Clerk

APPROVED AS TO FORM
GREGORY G. DIAZ, City Attorney

BY:  (Svr. Asst. City Atty.) For
GREGORY G. DIAZ Date 6/24/19
City Attorney

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and CIP.v2.docx

EXHIBIT "A"

FINDINGS AND DETERMINATIONS AS THE HOUSING SUCCESSOR AGENCY

FINDINGS:

1. Pursuant to California Redevelopment Law (Health & Safety Code Section 33000 *et seq.*) the City of San Buenaventura, California as the housing successor to the former Redevelopment Agency of the City of San Buenaventura ("Successor Agency") is required to establish a fund for the purpose of increasing, improving, and preserving the community's supply of low and moderate income housing available at affordable housing cost using Low and Moderate Income funds; and,

2. The Successor Agency has established Low and Moderate Income Housing Funds for the purpose of increasing, improving, and preserving the community's supply of low and moderate income housing in the City's former project areas; and,

3. The City of San Buenaventura's General Plan Housing Element provides substantial evidence that there is a significant need for affordable housing throughout the City of San Buenaventura; and,

4. Affordable housing development opportunities are not confined to the Successor Agency's former Project Areas but instead are found throughout the entire community of San Buenaventura; and,

5. The California Health and Safety Code provides authority for expending Redevelopment Low-Moderate Income Housing funds throughout the community without limit as to project area boundaries if the use of such funds will of benefit to the project areas.

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and CIP.v2.docx

DETERMINATIONS:

1. Expenditures of Low-Moderate Income Housing funds outside the Successor Agency's former Project Areas are necessary and reasonable and will be of benefit to the Project Areas.

2. The expenditure of the former Project Areas Low-Moderate Income Housing funds anywhere in the City of San Buenaventura, including areas inside and outside of the former Project Areas, is hereby authorized.

A19-00302
F:\RESOLUTIONS\FINANCE AND TECHNOLOGY\2019\ATTACHMENT A - DRAFT Resolution FY 2019-20 Adopted Operating and
CIP.v2.docx

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF SAN BUENAVENTURA)

I, TRACY OEHLER, Assistant City Clerk of the City of San Buenaventura, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2019-028 which was duly and regularly passed and adopted by said City Council at a regular meeting held June 24, 2019, by the following vote:

AYES: Councilmembers Nasarenko, Brown, Friedman, Weir, Heitmann, Deputy Mayor Rubalcava and Mayor LaVere

NOES: None

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of San Buenaventura, California.



Tracy Oehler, Assistant City Clerk
City of San Buenaventura, California

 JUNE 25, 2019

Date Attested



APPENDIX B - DEBT LIMIT AND SCHEDULE

LEGAL DEBT MARGIN

Under California State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within the City boundaries. In accordance with the California Government Section 4.3605, the City's general obligation bonds are subject to the legal debt limit. With no outstanding debt subject to the legal debt limit and a legal debt limit of \$602,795,498, the City is not at risk of exceeding its legal debt limit.

Computation of Legal Debt Margin as of June 30, 2018

Gross Assessed Valuation ¹	\$16,074,546,602
Adjusted Assessed Valuation: 25% of Gross Assessed Valuation	\$4,018,636,651
Debt Limit: 15% of Adjusted Assessed Valuation	\$602,795,498
Less Outstanding Debt (Subject to Legal Debt Limit)	\$0
Legal Debt Limit	\$602,795,498

The City of Ventura has maintained excellent ratings for many years. The City's bond ratings as of the date of issuance are as follows:

YEAR	DEBT TYPE	PURPOSE	MOODY'S RATING	STANDARD & POORS
2014	Certificates of Participation, Wastewater & Water Series 2014C	Refund Series & Fund Multiple Capital Improvements	N/A	AA
2012	Certificates of Participation, Water Series 2012A	Refund Series 2004 COPs	N/A	AA
2012	Certificates of Participation, Water Series 2012B	Refund Series 2004 COPs & Water System Improvements	N/A	AA
2012	Certificates of Participation, Wastewater Series 2012A	Refund 2004 Wastewater Revenue COPs	N/A	AA
2012	Certificates of Participation, Wastewater Series 2012B	Refund 2004 Wastewater Revenue COPs	N/A	AA-
2012	Certificates of Participation, Series 2012A	Refund remainder of Series 2001 Series C & 2002 Series D COPs	N/A	AA
2012	Certificates of Participation, Series 2012B	Refund a portion of the 2010 Series F COPs	N/A	AA
2010	Certificates of Participation, Series 2010F	Refund a portion of the 2001 Series A,B,C and Series 2002 D COPs	N/A	AAA/AA-
2007	Certificates of Participation, Series 2007E	Multiple Capital Improvements	Aaa	AAA/AA-

REDEVELOPMENT SUCCESSOR AGENCY (RDA)

YEAR	DEBT TYPE	PURPOSE	MOODY'S RATING	STANDARD & POORS
2008	RDA, Tax Allocation Bonds	Refunding line of credit	N/A	A
2003	RDA, Tax Allocation Bonds	Refunding line of credit	N/A	A

Moody's bond ratings range from Aaa (highest quality) to C (lowest quality) for long term obligations. Moody's applies numerical modifiers 1-high, 2-mid, and 3-low in each generic rating classification from AA to Caa.

Standard & Poor's top four bond rating categories (AAA,AA,A,BBB) generally are regarded as eligible for bank investment (AAA is the highest rating)

- 1 Ventura County Tax Assessor's Office as reported in the City of Ventura Comprehensive Annual Financial Report for the FY ended June 30, 2018, p. 144

COMBINED DEBT SCHEDULE

DEBT DESCRIPTION	OUTSTANDING AT 6/30/18	FY 2018-19 PRINCIPAL	FY 2018-19 INTEREST	FY 2018-19 TOTAL DEBT SERVICE	OUTSTANDING AT 6/30/19	FY 2019-20 PRINCIPAL	FY 2019-20 INTEREST	FY 2019-20 TOTAL DEBT SERVICE	OUTSTANDING AT 6/30/20
WATER FUND									
Safe Drinking Water Loan (SCWR)	\$10,684,081	\$1,014,496	\$249,324	\$1,263,820	\$9,669,585	\$1,038,887	\$224,933	\$1,263,820	\$8,630,698
Water Series 2012A Revenue COP	\$6,740,000	\$910,000	\$181,068	\$1,091,068	\$5,830,000	\$930,000	\$160,308	\$1,090,308	\$4,900,000
Water Series 2012B Revenue COP	\$34,355,000	\$0	\$1,614,806	\$1,614,806	\$34,355,000	\$0	\$1,614,806	\$1,614,806	\$34,355,000
Water Series 2014C Revenue COP	\$16,645,000	\$0	\$774,594	\$774,594	\$16,645,000	\$0	\$774,594	\$774,594	\$16,645,000
SUBTOTAL WATER DEBT	\$68,424,081	\$1,924,496	\$2,819,792	\$4,744,288	\$66,499,585	\$1,968,887	\$2,774,641	\$4,743,528	\$64,530,698
WASTEWATER FUND									
Wastewater Series 2012B Revenue COP	\$14,790,000	\$685,000	\$610,050	\$1,295,050	\$14,105,000	\$710,000	\$582,650	\$1,292,650	\$13,395,000
Wastewater Series 2014C Revenue COP	\$22,315,000	\$145,000	\$1,063,525	\$1,208,525	\$22,170,000	\$150,000	\$1,060,625	\$1,210,625	\$22,020,000
SUBTOTAL WASTEWATER DEBT	\$37,105,000	\$830,000	\$1,673,575	\$2,503,575	\$36,275,000	\$860,000	\$1,643,275	\$2,503,275	\$35,415,000
TOTAL WATER AND WASTEWATER DEBT	\$105,529,081	\$2,754,496	\$4,493,367	\$7,247,863	\$102,774,585	\$2,828,887	\$4,417,916	\$7,246,803	\$99,945,698
GENERAL GOVERNMENT									
Certificates of Participation									
2012 Series A Refunding	\$16,450,000	\$0	\$680,469	\$680,469	\$16,450,000	\$385,000	\$680,469	\$1,065,469	\$16,065,000
2012 Series B Refunding	\$920,000	\$645,000	\$25,300	\$670,300	\$275,000	\$275,000	\$7,562	\$282,562	\$0
2007 Series E Refunding	\$7,330,000	\$255,000	\$338,631	\$593,631	\$7,075,000	\$265,000	\$328,431	\$593,431	\$6,810,000
2010 Series F Refunding	\$4,435,000	\$570,000	\$170,763	\$740,763	\$3,865,000	\$595,000	\$147,463	\$742,463	\$3,270,000
SUBTOTAL CERTIFICATES OF PARTICIPATION DEBT	\$29,135,000	\$1,470,000	\$1,215,163	\$2,685,163	\$27,665,000	\$1,520,000	\$1,163,925	\$2,683,925	\$26,145,000
LOANS									
2004 California Energy Commission Loan (CEC)	\$35,104	\$17,209	\$1,219	\$18,428	\$17,895	\$17,894	\$533	\$18,427	\$0
SUBTOTAL LOANS	\$35,104	\$17,209	\$1,219	\$18,428	\$17,895	\$17,894	\$533	\$18,427	\$0
TOTAL GENERAL GOVERNMENT COPS & LOANS	\$29,170,104	\$1,487,209	\$1,216,382	\$2,703,591	\$27,682,895	\$1,537,894	\$1,164,458	\$2,702,352	\$26,145,000
TOTAL LONG TERM DEBT OF THE CITY OF VENTURA	\$134,699,185	\$4,241,705	\$5,709,749	\$9,951,454	\$130,457,480	\$4,366,781	\$5,582,374	\$9,949,155	\$126,090,698

APPENDIX C - GANN LIMITS

GANN APPROPRIATIONS LIMIT

The Gann Limit was approved on November 6, 1979, by California voters. Under the Gann Limit, a maximum amount is established for tax-funded government services. That amount is to be adjusted each year depending on changes in population, inflation, and the transfer of financial responsibility for various government activities from one level of government to another. Any significant amount of state tax revenue received above that Gann Limit is to lead to future tax rebates or tax cuts.

GANN LIMIT CALCULATION

The California Department of Finance is mandated to provide the requisite price and population change data for local jurisdictions to calculate their appropriations limit.

The appropriations spending limit is calculated using the following formula:

1. Population percentage change (City or County) x price increase/decrease factor = ratio of change
2. Ratio of change x FY 2018-19 spending limit = FY 2019-20 spending limit.

The FY 2018-19 Appropriations Limit was \$163,460,545. For FY 2019-20's Appropriation Limit calculation, the data used for the County's population increase was -0.18% and the Per Capita Cost of Living Change as reported by the California Department of Finance was 3.85%. Based on the above formula, the appropriations spending limit for FY 2019-20 is calculated as follows:

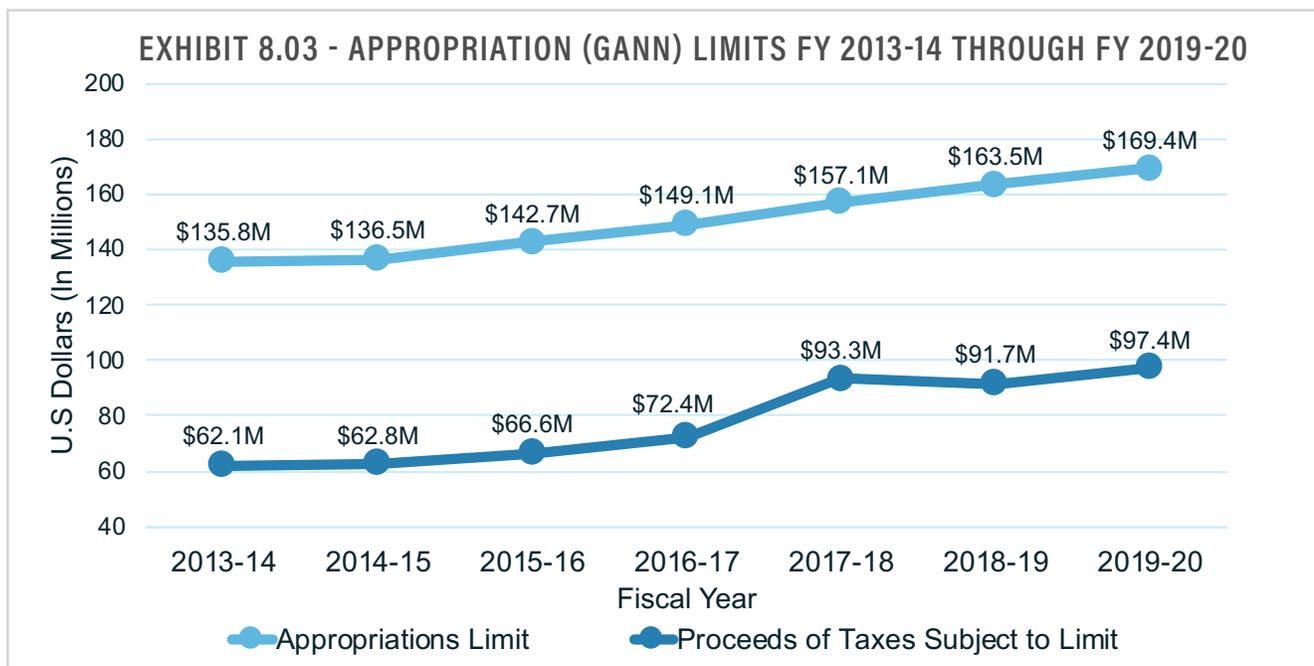
1. Population percentage change x price increase/decrease factor = ratio of change

$$0.9982 \times 1.0385 = 1.0366$$

2. Ratio of change x FY 2018-19 spending limit = FY 2019-20 spending limit:

$$1.0366 \times \$163,460,545 = \$169,443,201$$

Based on the above calculations, the Gann appropriations spending limit for FY 2019-20 is \$169,443,201. This limit applies both to appropriation of tax proceeds and taxes received. The FY 2019-20 Appropriations Subject to the Limitation is \$97,439,938. Both revenues and appropriations for FY 2019-20 are well within the Constitutional limits.



APPENDIX D - ACRONYMS

ADA	Americans with Disabilities Act	MAD	Maintenance Assessment District (Maint. Dist.)
ADMIN	Administration	MCSO	Montalvo Community Services District
AED	Automated External Defibrillator	MGMT	Management
ALS	Advanced Life Support	OTS	Office of Traffic Safety
ASES	After-School Enrichment & Safety	PAL	Police Activities League
AVL	Automatic Vehicle Location	PBID	Property-Based Improvement District
CAFR	Comprehensive Annual Financial Report	PEAK	Program Enrichment for After-School Kids
CAL	California	PH	Phase
CDBG	Community Development Block Grant	PRCP	Parks, Recreation and Community Partnerships Department
CEQA	California Environmental Quality Act	RD	Road
CIP	Capital Improvement Plan	RDA	Redevelopment Agency
COP	Certificate of Participation	REAP	Rent Escrow Account Program
CPR	Cardiopulmonary Resuscitation	REV MGMT	Revenue Management
CSMFO	California Society of Municipal Finance Officers	SET	Special Enforcement Team
DUI	Driving Under the Influence	ST	Street
EMPG	Emergency Management Performance Grant	TDA	Transportation Development Act
EMS	Emergency Medical Service	TOT	Transient Occupancy Tax
ERP	Enterprise Resource Planning	TSF	Transfer
FBI	Federal Bureau of Investigation	UCR	Uniform Crime Reports
FLSA	Fair Labor Standards Act	VCMC	Ventura County Medical Center
FTE	Full-time Equivalent	V-GIS	Geographic Information System
FY	Fiscal Year	VOCTBID	Ventura, Oxnard, Camarillo Tourism Business Improvement District
GC	Golf Course	VTA	Ventura
GFOA	Government Finance Officers Association	VUSD	Ventura Unified School District
HCD	Housing and Community Development Act of 1974	VWRF	Ventura Water Reclamation Facility
HOME	Home Investment Partnerships	WEV	Women's Economic Ventures
ISF	Internal Service Fund	YTD	Year-to-Date
JAG	Justice Assistance Grant		

APPENDIX E - GLOSSARY

Accounts Payable – Receipt of goods or services on or before June 30, with a reasonable estimate of cost; but, not yet paid.

Accounts Receivable – Provision of goods or services from the City to general customers not yet paid and due from customers.

Advertising - The City's advertising expenses include publication of legally required notices and notices of City related programs and events.

Appropriation - A specific act by the City Council to formally dedicate the revenue to support certain expenditures.

Benefits - Employee benefits and benefit savings for employees.

Budget Adoption - On or before June 30, the Council shall adopt by resolution the budget with revisions by an affirmative vote of at least four members of the Council.

Capital Budget - A plan of proposed capital expenditures with the means of financing them. The capital budget is enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based on a capital improvement project plan (CIP).

Capital Improvement Project - A specific undertaking involving the procurement, construction, or installation of facilities and related equipment which improves, preserves, enhances, or modernizes the City's provision of municipal services, has a useful life of at least five years, and meets the criteria of a capital improvement project.

Capital Improvement Project Funds - These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities, as approved in the six-year Capital Improvement Plan.

Capital Improvement Plan (CIP) - An annually prepared summary plan and list of capital improvement projects proposed during the next six fiscal years such as street or park improvements, building construction, and various kinds of major facility maintenance.

Capital Outlay - Land or equipment (i.e., personal computers, vehicles, photocopiers, pumps, etc.) purchases; having a useful life of five years or more and costing \$10,000 or more.

Categorical Grant - A grant issued by the United States Congress and spent for a narrowly defined purpose. Can be awarded directly or passed through from another governmental entity. Categorical grants are the main source of federal aid to state and local government.

CIP Carryover - The remaining value of the capital projects approved by Council in a prior fiscal year, and started but not yet completed.

City Charter Requirements - The City Charter requires the City to operate on a fiscal year beginning on the first day of July of each year, and end on the thirtieth day of June the following year. On or before the first day of May of each year, the City Manager shall submit to the Council a proposed budget for the next fiscal year. The budget shall provide a complete financial plan of all City funds and activities for the next fiscal year, and the total of proposed expenditures shall not exceed the total of estimated revenue. The budget must be adopted through ordinance by the City Council on before June 30th of each year.

In organizing the budget, the Manager shall utilize the most feasible combination of expenditure classification by fund, organization unit, program, purpose or activity, and object.

The budget shall:

- Begin with a clear general summary of its contents.
- Show in detail all estimated revenue, indicating the proposed property tax levy.
- Show all proposed expenditures (appropriations), including debt service for the next fiscal year detailed by offices, departments, and agencies in terms of their respective work programs, and the method of financing such expenditures.
- Show proposed capital improvement expenditures during the next fiscal year, detailed by offices, departments, and agencies when practicable, and the proposed method of financing each such capital improvement expenditure.
- Be so arranged as to show comparative figures for actual, estimated revenue, and expenditures of the current fiscal year, and actual revenue and expenditures of the preceding fiscal year.
- Show anticipated net surplus or deficit for the next fiscal year of each utility owned or operated by the City, and the proposed method of its disposition.

Communication - Communication services include expenses for:

- Telephones
- Internet
- Mobile Telephones
- Network Access Charges

Computer Replacement - This represents the estimated replacement value of existing personal computer equipment. The City management is committed to keeping a level playing field for computer technology and has designated funds to support the computer infrastructure.

Contingencies - Funding set aside for unanticipated needs that may occur.

Contracts Payable - Contract work completed as of June 30, has a reasonably estimated value but has not yet been paid (generally major construction work).

Contributions - Contributions that are City Council approved or legally mandated:

- Contributions to Others - social service agencies, special events promotions and cultural programs.

Debt Financing - Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service - Debt service refers to the interest and principal payments on bond issuances, Certificates of Participation, and other long-term debt. This includes the associated issuance costs.

Encumbrances - Funds that have been placed aside for a finalized requisition. When a requisition is processed for purchase of supplies, services and/or construction, funds are reserved for that particular transaction.

Enterprise Funds - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. These funds are used where the intent of Council is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis, be financed or recovered primarily through user charges.

Expenditures - Decreases in fund financial resources.

General Fund - The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is the primary operating fund for the day-to-day operations of the City.

Grants - Money or other assets from another entity (typically a governmental agency) to be used or expended for a specified purpose, activity, or facility.

Improvement - Improvements may be one of the following:

- Real property acquisition or new construction.
- Any alteration, renovation, addition, or betterment which extends the design life or alters/upgrades the function of a structure.
- Alteration means any modification of existing space (buildings, structures or other facilities) that changes the use as to function, layout, capacity, or quality.
- Betterment means any modification that increases the designed level of services or life expectancy of a facility or other state infrastructure.
- Fixed and movable equipment needed for initial occupancy of a new facility or space, but only if the new facility is not replacing an existing facility.

Internal Service Funds - Funds used to account for the financing of goods or services provided by one or more departments to other operating departments of the City on a cost reimbursement basis (i.e., Reproduction Services, Fleet, Facilities, and Information Technology).

Internal Transfers - Revenue or costs resulting from a transfer of monies from one City fund (i.e., General Fund), to another City Fund (i.e., Debt Service).

Investment Loss - Represents the difference between cost and market values on certain investments. The City considers this a temporary decline in value and plans to hold all investment securities to maturity or until market value exceeds cost, and does not anticipate any loss on investments. To comply with reformed investment guidelines as promulgated by the State of California, the City is obligated to record this potential loss.

Long-term Revenue Strategy - A policy adopted by the City Council in 1997 which provides for a multi-faceted effort to maintain and expand City revenues over time, by fostering business growth, living wage jobs, and cost-effective operations.

Maintenance - Capital - A maintenance project that exceeds \$250,000 and requires multiple fiscal years for completion.

Maintenance - Operations - May be one of the following:

- Repairs and maintenance, which are intended to keep equipment, systems, and facilities functional at designed levels of services and life expectancy.
- Movable equipment for new employees or new programs that are not part of a capital outlay project.
- Replacement equipment items (regardless of amount).
- Repair projects, including special repairs, not connected with a construction or improvement project. Examples of special repair projects include repainting, re-roofing, electrical re-wiring, plumbing repairs, replacing old equipment items.

Non-Operating Expenses - City non-operating expenses relate to taxes and accounting adjustments (i.e., loss on inventory, sale of assets, depreciation, bad debt, etc.).

Office Supplies - Consumable office supplies and periodicals, maps, and pamphlets.

Operating Supplies - Miscellaneous consumable equipment, tools, and supplies not related to administrative operations.

Operating Utilities - Utility expenses for City facilities and operations include:

- Gas
- Electric
- Water
- Sewer
- Waste Disposal

Other Agencies Revenues -

- State Shared Revenues
- State Allocated Motor Vehicle License
- State and Federal Grants

Other Operating Expenses - Miscellaneous operating expenses not related to consumable materials.

Other Revenue -

- Miscellaneous Recoverable
- Rent Control Administration Fee
- Special Assessments
- Late Payment Penalties
- Contributions

Other Taxes -

- Franchise Tax
- Business License
- Real Property
- Transaction and Use Tax
- Transient Lodging Tax (TOT)
- Pari-mutuel Wagering
- Cardroom Tax

Overtime - Overtime payment for regular employees which include: call-backs, fire suppression, police administrative/ investigation, fire prevention for July 4th festivities, police court time, police and fire training, hazardous material incident callout, paramedic callout, police firearms, etc.

“Pay-As-You-Go” - Concept of paying for capital projects when the initial cost is incurred, rather than over time through the use of debt financing.

“Pay-As-You-Use” - Concept of debt financing enables the public entity to spread the cost of a capital project over time, as the project is being utilized.

Petty Cash - Petty cash is a small amount of discretionary funds, in the form of cash, used for expenditures where it isn't sensible or practicable to make disbursement by check. Petty cash is reserved and not available for budgeting purposes.

Prepaid Expenses - Amounts paid for services before they are incurred, such as prepaid travel or prepaid insurance.

Professional Services - Professional services are generally described in the following service areas:

- Auditing
- Management Consulting
- Engineering and Architectural
- Legal
- Medical Treatment for Workers' Compensation
- Employee (Applicant) Medical Examinations
- Seismic Technical Assistance
- Laboratory Services

Repair and Maintenance - This area includes repairs and maintenance on property such as:

- Land, buildings or structures
- Improvements other than buildings
- Equipment and commercial equipment
- Traffic signal and lighting
- Irrigation
- Equipment service vehicles
- San Jon building maintenance (City yard)
- Building maintenance area (City yard)
- Parks
- Street tree planting
- Computer hardware and software
- Other

Rentals - Rental expenses include rentals for:

- Land
- Buildings or structures
- Machinery and equipment

Reserves - Reserve for future projects - major acquisitions, major projects, CIP, etc.

Salaries - Regular costs to compensate full-time, part-time, and temporary employees for their efforts providing City services.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Use of Property and Money -

- Interest Earnings on Reserves/Fund Balance
- Rental Income
- Sale of City properties and/or equipment

PAGE INTENTIONALLY LEFT BLANK





BACK COVER: TAMMY SIMS

CITY OF VENTURA
ADOPTED BUDGET
FY 2019-20

CITY OF
VENTURA
www.cityofventura.ca.gov

